

Australia	80.00	Indonesia	75.00	Philippines	75.00
Belgium	80.00	Iran	80.00	Portugal	80.00
Canada	80.00	Italy	80.00	Spain	80.00
Denmark	80.00	Japan	80.00	Sweden	80.00
France	80.00	South Korea	80.00	Switzerland	80.00
Germany	80.00	Taiwan	80.00	Thailand	80.00
Greece	80.00	Turkey	80.00	UK	80.00
Hong Kong	80.00	USA	80.00		
India	80.00				

# FINANCIAL TIMES

FT No. 31,140  
THE FINANCIAL TIMES LIMITED 1990  
Friday May 4 1990  
D 8523A

## World News

### UK to put own plan on monetary union for EC

Britain is to make new proposals for European economic and monetary union as an alternative to the plans for a single currency and central bank favoured by its European Community partners.

The initiative intensified speculation that Prime Minister Margaret Thatcher has accepted that Britain should take up full membership of the European Monetary System. Page 20

### Poll swing tipped

Britons voted in local elections across the country in what is expected to be a massive rejection of the Conservative Party - marking a new low for the Tory Government. Page 20

### Kashmir summit

India said it was willing to accept Pakistan Prime Minister Benazir Bhutto's offer of a summit meeting on Kashmir, but that there should be no conditions.

British Prime Minister Margaret Thatcher forcefully reaffirmed the Government's refusal to consider any deals to free the four British captives. Page 20

### No deal on hostages

British Prime Minister Margaret Thatcher forcefully reaffirmed the Government's refusal to consider any deals to free the four British captives. Page 20

### African progress

Optimistic government and African National Congress leaders said they were making progress in bridging their differences and working toward full-scale negotiations on ending white rule.

French racism law  
The French Government moved on to the offensive against Jean-Marie Le Pen and his extreme right-wing National Front party, with a new law imposing penalties for racial discrimination and other racist offences. Page 3

### Escape thwarted

Hong Kong's security forces used tear gas to beat back a crowd of 50 Vietnamese boat people who were trying to escape from the colony's overcrowded and tense Whitehead detention centre. Page 4

### Europe warned

Indonesia said attempts by western Europe to isolate the internationally vilified Khmer Rouge guerrillas could ruin chances of peace in Cambodia.

Clashes kill six  
United Nations peace envoy Alvaro de Soto arrived in El Salvador hours after clashes between leftwing guerrillas and government forces left at least six dead and 17 wounded.

### Resupply refused

The Goddess of Democracy radio ship left Singapore with its course uncertain after Hong Kong refused it permission to resupply on the way to make anti-communist broadcasts to China.

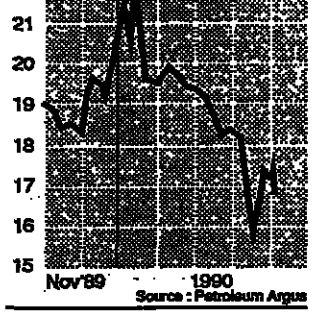
Observer call  
A leader of Colombia's left-wing M-19 rebels called on the United Nations to send election campaign observers to Colombia after the murder last week of an opposition presidential candidate.

## Business Summary

### Rolls-Royce and BMW in aerospace venture

BMW, the luxury car producer, is teaming up with Rolls-Royce of the UK in a joint aerospace venture that marks a modest, but significant move to the original sector of the West German company. The Munich-based company, which raised group profits last year to DM556m (\$338m), said it had bought the aero-engine subsidiary of KHD, the German engineering company, which has just completed a restructuring programme after heavy losses. Page 21

### Oil price



### SAINT-GOBAIN, Europe's largest glass producer, is to be sold to a UK building glass producer and distributor, in French company's second big takeover in just over a week. Page 21

### STOREHOUSE chairman, Sir Terence Conran, founder of Habitat, the British furniture store, is stepping down as head of the retailing empire. Page 10

### GENERAL MOTORS and Ford, two largest US car manufacturers, have reported steep drops in first-quarter net income. Page 24

### SOUTH KOREA's stock market rebounded strongly after the Government announced its toughest plans yet to crack down on real estate speculation and provide new funds for investment. Page 4

### WORLD BANK has proposed a new environment fund of \$1.4 billion over the next three years to help deal with cross border environmental problems. Page 8

### OECD countries are negotiating a new agreement that will not discriminate against foreign enterprises operating in their territory. Page 8

### IMF directors have moved closer to resolving the technical issues holding up agreement on an increase in the IMF's resources. Page 6

### IRAN-US talks in The Hague have edged closer to a pact on financial claims arising from the 1979 Iranian Revolution. Page 4

### MEKKO's stock market index rose 4.5 per cent in a ringing endorsement of the government's decision to privatise the commercial banking system. Page 24

### FINANCIAL TIMES will not be published on Monday which is a public holiday in Britain.

## Bush reverses European short range missile stance and calls for Alliance summit

# Nato agrees heavy nuclear cuts

By Robert Mauthner in Brussels, Peter Riddell in Washington and Philip Stephens in London

NATO foreign ministers yesterday approved in principle a US plan which could lead to the abolition of most of the remaining US land-based nuclear missiles in Europe.

The main outlines of the proposals, announced by President George Bush yesterday but to be formally outlined in a speech in Oklahoma today, were presented to a special Nato council meeting in Brussels by Mr James Baker, the US Secretary of State.

In a complete reversal of previous US policy, brought about by the fundamental changes in Europe, Mr Baker said the US would "terminate" the project to replace the ageing Lance short-range missiles in Europe, a final decision on which was not due to have been taken until 1992.

Nuclear artillery shells destined for Europe would not be modernised and an accelerated timetable was proposed by President Bush for bilateral negotiations with the Soviet Union on the reduction of short-range nuclear missiles stationed in Europe.

Mr Baker said this meant that Washington was prepared to open negotiations with Moscow on short-range nuclear weapons as soon as agreement was reached in Vienna on the reduction of conventional forces. Previously, the US had tied the opening of such negotiations to the implementation of a conventional forces agreement.

Mr Bush is today expected to include the possibility that US conventional forces stationed in Germany and elsewhere in the central front of Europe will be less than the ceiling of 195,000 on each side provisionally agreed with the Soviet Union in February.

The planned speech has already prompted dismay in Downing Street. Mrs Margaret Thatcher, along with other European leaders, has been briefed in advance on the speech. Her view is said to be that any further reduction in US troop levels below the 195,000 envisaged could threaten the cohesion of the Nato alliance.

The broad European context of Mr Bush's planned remarks was also being seen in Whitehall as further evidence that the special relationship between Washington and London has now been significantly eroded.



James Baker, US Secretary of State, and British Foreign Secretary, Douglas Hurd

On the question of the Nato summit, which will take place in London at the end of June or the beginning of July following the meeting between the US and Soviet leaders in a month's time, Mr Bush said it would "launch a wide-ranging strategy review for the transformed Europe of the 1990s".

Both he and Mr Baker said the US wanted the Nato summit to discuss four key questions:

- Ways of enhancing Nato's political role and mission, particularly how it could help to consolidate democracy and the free market system in Central Europe.
- What conventional forces

the Alliance would need in the future in the light of unilateral Soviet troop withdrawals in central Europe and the outcome of arms control negotiations.

• The future role of nuclear weapons in Nato's military strategy, while recognising that there would be a continuing need for an "appropriate mix" of nuclear and conventional weapons.

• The strengthening of the 35-nation Conference on Security and Co-operation in Europe (CSCE).

Mr Baker stressed that the US did not look on the CSCE as an alternative to Nato but as a complement, while Mr Bush

said that the CSCE could help to build free societies and provide a forum for political dialogue in a united Europe.

The Nato ministers agreed in principle that a CSCE summit should be held in Paris at the end of the year and that preparatory work for this meeting should start in Vienna in the summer.

However, both Mr Baker and Mr Douglas Hurd, the British Foreign Secretary, stressed that the CSCE summit should be held only on condition that a conventional forces agreement had been completed and was ready for signature by that time. The ministers had agreed that a direct link should be established between the two.

Despite previously strenuous attempts by the British Government to replace the Lance missiles, Mr Hurd said "we have no quarrel with President Bush". Everyone agreed that the Alliance's stance had to be updated and that this required taking a new look at the composition of its military equipment, including nuclear weapons.

Mrs Thatcher has always been one of the strongest proponents of the maintenance of short-range nuclear arms in Europe. However, recent talks with President Bush, coupled with the prospect of German unification, appears to have prompted a modification of her position.

In this context, several ministers noted that the Soviet Union had recently been dragging its feet in the conventional forces talks in Vienna. Nato had to keep up the pressure on Moscow to maintain the momentum of the negotiations, it was generally agreed.

## US urges talks between Moscow and Vilnius

US President George Bush yesterday urged both the Soviet Union and Lithuania to pursue negotiations to try to resolve the crisis over the republic's future, writes Robert Mauthner and Peter Riddell.

Mr Bush, however, avoided any promise to recognise the Lithuanian Government after he had talks with Mrs Kazimiera Prunskiene, the Lithuanian Prime Minister, to hear a first-hand report of the republic's struggle for independence.

He described as "very, very positive" the guardedly favourable response by Mr Vytautas Landsbergis, the Lithuanian President, to the Franco/German call for restraint and the suspension of the declaration of independence.

Stressing his support for the Lithuanian people, Mr Bush said he was delighted that Mr Landsbergis "now feels there may be some merits in a policy of dialogue".

Earlier at a press conference in Washington, Mr Bush expressed concern about the domestic pressures on the Soviet President.

In his frankest comment to date, he said there were some quite disturbing developments: "I sometimes do worry about the military resurgence of some kind inside the Soviet Union."

However, the US said yesterday it had no intelligence to support Nato reports of a possible attempted coup against President Mikhail Gorbachev in late February.

Mr James Baker, US Secretary of State, speaking in Brussels after a Nato summit, threw cold water over a statement by a senior Nato official that the Soviet Army had adopted a threatening posture against Mr Gorbachev in February.

The official, described as "a relevant Nato Sovietologist," told journalists that some 3,000 to 4,000 Soviet troops stationed on the outskirts of Moscow had been issued with mortars and automatic weapons during a pro-democracy demonstration in Moscow on February 26.

Some observers had interpreted this event as an indication that the military were preparing to move against Mr Gorbachev.

After praising what Mr Gorbachev had done, Mr Bush brushed aside the public protests in Red Square against Mr Gorbachev and other Soviet leaders during Tuesday's May Day parade.

The parades were "the fruits of democracy," Mr Bush joked. "He's just learning. He ought to join some of the parades I go to around here."

Nevertheless, senior US officials are concerned about the domestic pressures on Mr Gorbachev from the military and other elements in the Soviet Union in the light of the Lithuanian crisis and ahead of the summit between Mr Bush and Mr Gorbachev in Washington at the end of this month.

The increasing domestic pressure on Mr Gorbachev was the subject of a discussion at the Nato Council.

Mr Douglas Hurd, the Foreign Secretary, in particular, expressed concern about the state of "disintegration" of the Soviet Union and the possibility that the leadership might be undermined at the Soviet Party Congress in July.

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## Sharp first quarter profits fall sends Philips shares sliding

By Laura Raun in Amsterdam

SHARES in Philips plunged by 12 per cent yesterday after the big Dutch electronics group announced that earnings from normal business operations were virtually wiped out in the first quarter of 1990.

Net operating income at Europe's largest electronics group plunged to Fl 6m (\$3.17m) from Fl 223m a year earlier, owing largely to losses in information systems and foreign exchange conversions. Mr Henk Appelo, group director for accounting, admitted that management was "astonished" by the drastic drop.

Investors, too, were stunned, marking the shares down Fl 4.10 to Fl 32.50 on the Amsterdam Stock Exchange, where the stock was the most actively traded. The news was the second big blow this week for the Dutch market - on May Day DAF, the Dutch truckmaker, warned it expected a loss for the first half of 1990.

As a result of the first-quarter plunge and the outlook for the rest of the year, Philips also lowered its forecast for the

whole year, saying "it will be very difficult to improve on the 1989 figure for net income from normal business operations."

In March Philips had forecast that net income from normal business operations in 1990 would surpass the Fl 792m achieved in 1989.

Mr Appelo said top executives had held urgent meetings in recent days and forewarned "continuing unfavourable exchange rates and high interest rates."

Philips' earnings from normal business operations were the lowest quarterly results since the fourth quarter of 1987, when a Fl 6m loss was posted.

Mr Appelo predicted an improvement in the second half of the year. He indicated that integrated circuits, which are also losing money, would recover before information systems, which are suffering because of the downturn in the computer industry.

"Information systems are the critical point," he acknowledged, adding that Philips is talking to Olivetti of Italy,

among others, about possible co-operation in computers. The information systems sector needed to be put in order before any agreement is reached, he noted.

It was owing only to a big special gain from the sale of the Dutch electronics group could better protect itself against currency and interest rate movements with options and futures, Mr Henk Goris, group director for finance, noted that such financial instruments were expensive. Mr Appelo also said Brazil's draconian economic reforms are hitting Philips' operations in that country.

Lex, Page 20; Full results, Page 22

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## Weekend FT

Tomorrow: After massive foreign aid, why is the spectre of famine haunting Ethiopia once again?

A civilised weekend in France



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## How the British Labour Party came back from the dead

The British Labour Party, after an 11-year spell in opposition from which many thought it might never escape, is now seen as a government-in-waiting. Under Neil Kinnock (left) it has been transformed. Page 20

## MARKETS

STERLING		DOLLAR		STOCK INDICES	
New York lunchtime:		New York lunchtime:		FT-SE 100:	
\$1.643		DM1.8813		2,134.9 (-2.7)	
London:		FF5.641		FT Ordinary:	
\$1.643 (1.643)		SFR1.4543		1,676.8 (-1.4)	
DM2.7825 (2.78)		Y158.10		FT-A All-Share:	
FRF2.2675 (2.26)		London:		1,098.31 (-0.1%)	
SFR2.38 (2.3825)		DM1.692 (same)		New York lunchtime:	
Y258.75 (258.25)		FF5.641 (5.6425)		DJ Ind. Av.	
£ index 87.0 (87.1)		SFR1.4545 (1.455)		2,704.95 (+15.31)	
GOLD		Y158.10 (158.30)		S&P Comp	
New York Comex Jun		\$ index 88.3 (same)		336.91 (+2.43)	
\$375.1		Tokyo market closed		Tokyo market closed	
London:		US lunchtime rates			
\$370.5 (370.25)		Fed Funds 8 1/4%			
3M USA OIL (Argus)		3-mo Treasury bill:			
Brent 15-day Jun		yield: 8.120%			
\$16.75 (17.425)		Long Bond:			
Chief price changes		yield: 8.970%			
yesterday: Page 21					

## LONDON MONEY

3-month interbank:		3-month interbank:	
closing 15 1/2% (15 1/2%)		6-month interbank:	
Life long gilt future:		6-month interbank:	
June 78 1/2 (77 3/4)			

This announcement appears as a matter of record only.

**Gold Greenlees Trott U.S. Holdings, Inc.**

has acquired

**G & S Associates, Inc.**

**U.S. \$30,000,000**  
Series A Senior Notes Due 2000 with Warrants to purchase shares of Gold Greenlees Trott plc

**U.S. \$8,000,000**  
Series B Senior Notes Due 2002

Guaranteed by

**Gold Greenlees Trott plc**

Financing provided by

**The Prudential Insurance Company of America**

arranged by its affiliate

**PIC Capital Group**  
London

April 1990



## EUROPEAN NEWS

## West German employers offer 35-hour week

By David Goodhart in Bonn

ABOUT 230,000 West German engineering workers took part in another rash of warning strikes yesterday as signs emerged of a compromise in negotiations over pay and shorter hours.

Employers for the first time offered a further two-hour cut in the working week to 35 hours. They were still insisting on several conditions unacceptable to the I G Metall union but they have not, significantly, taken legal action over a technical breach of labour law during the strikes.

The compromise offer is modelled on a 1980 agreement which, over five years, reduced the working week from 44 to 40 hours. However, it is uncertain whether I G Metall will be prepared to wait until 1995 for the 35-hour week or whether it will accept the employers' demand for a delay in introducing the reduced hours in the event of significant changes in the economic situation.

Despite the more positive tone of the negotiations, a complete breakthrough may yet be some way off. Next Tuesday the union executive may decide, for tactical reasons, to rule that the negotiations have failed and start strike votes in

selected regions - probably Hamburg and Stuttgart.

The annual Hanover Trade Fair has not, as might have been expected, been overshadowed by the negotiations and most business leaders there seem confident of an agreement.

Mr Tyll Necker, head of the main West German employers' organisation, made no mention of the dispute in his main address in Hanover which concentrated on business relations with East Germany. He said the decision to convert wages at one D-Mark to one East Mark would cause great problems in many East German firms and appealed for wage flexibility.

He said East German companies were heavily overvalued, in their own accounts, compared with their West German counterparts and that it was important to get a proper valuation before privatisation was attempted.

Industrial production in West Germany fell by 0.5 per cent between February and March, according to a preliminary estimate by the Economics Ministry. The ministry believes the eventual figure will show a rise of 1.5 per cent.

## Air missile plans expected to provoke Nato dispute

By David Marsh in Bonn

PROPOSED changes that emerged yesterday in Nato's nuclear arms policy herald a potential dispute between West Germany and the alliance's nuclear weapon states over plans to deploy air-launched nuclear missiles on aircraft based in the Federal Republic.

The plans for air-launched missiles, backed by the US and Britain, have been discussed for more than a year in defence circles. However the suggestion of introducing a Tactical Air-to-Surface Missile (TASM) has taken on new significance in view of rapid moves towards German unity and Nato's decision to shelve modernisation of the Lance short-range land-based missile.

Bonn officials said yesterday that the West German Government wants to avoid any premature debate about stationing new missiles. Although there is no direct link to the "two plus four" talks on German unity here tomorrow, Mr Hans-Dietrich Genscher, the Foreign Minister, is going out of his way to stress that a united Germany will not add to Nato's military strength.

Officials close to Mr Genscher say that, in view of the decision that a Lance successor is no longer necessary, now is the wrong time for a fresh discussion about new missiles.



Bonn believes that Moscow is more likely to give blessing to a united Germany remaining in Nato if the alliance changes its nuclear strategy to lower the threat to Moscow. A decision on bringing on a new air-launched missile with a range of about 400 km and the

capacity to strike deep into Soviet territory, would therefore send Moscow the wrong signals.

Bonn officials say West Germany wants to start talks as soon as possible, perhaps early next year, on eliminating totally land-based Nato and

Warsaw Pact arsenals of short-range nuclear missiles in Europe. Here, the Soviet Union is thought to have an advantage of about 13 to 1.

Bonn's policy has therefore moved on from its earlier wish simply to reduce stocks of these missiles to "common ceiling."

## Bonn speculates about unification this year

SENIOR members of the West German Government are now speculating about the possibility of unification this year and the first all-German election in January next year, writes David Goodhart.

Mr Volker Rühe, general secretary of the Christian Democrats and one of Chancellor Helmut Kohl's closest advisers, said yesterday that he did not rule out the possibility of a merger this year and added this would make a postponement of West Germany's December general election conceivable.

Mr Kohl (pictured left at yesterday's cabinet meeting which discussed the issue) has hitherto insisted that there would be no postponement of the December election and talked of unity and an all-German election in 1991.

The shift in policy is explained by the fact that most short-range Soviet missiles in Europe are stationed in East Germany, which stands to become a frontier with West Germany in the near future.

The US, which has been

highly supportive of Bonn's policies over German unity in the last six months, is not expected to seek a confrontation with the Germans over the nuclear missile.

However, the question of TASM deployment is expected to be discussed next week at a meeting of Nato defence ministers in Canada. Mr Gerhard Stoltenberg, the Bonn Defence Minister, has so far pointedly avoided any firm position, however, on the new air-launched missile.

Poland appeared to make little progress in getting the two German states to agree to initial a treaty guaranteeing its western frontier before unification in a tripartite meeting yesterday in Warsaw. Christopher Borinski in Warsaw.

However, a communiqué issued yesterday after 2½ hours of talks between senior foreign ministry officials from the three countries said a further meeting would be held soon.

The communiqué added that the Polish side had outlined its draft of a treaty regulating the frontier issue while the Germans presented the resolutions of their respective parliaments dropping the future change of Polish territory. The Germans are arguing that only a united Germany can enter into a frontier treaty with Poland.

## Latvia to reassert independence today

By John Parker in Moscow

THE LATVIAN parliament meets today to reassert its independence today amid further nationalist challenges to the authority of Soviet President Mikhail Gorbachev.

The mounting pressures were underscored yesterday by more violence in Soviet central Asia, by plans by radical Latvians to adopt a new Union treaty, and by a call for the "full sovereignty" of Russia itself by a meeting of peoples' deputies in the Urals, the Russian industrial heartland.

The Latvian parliament opened yesterday with a day devoted largely to its own matters. However, leaders of the Popular Front said they were confident of winning the necessary two-thirds majority for their complicated independence formula.

This seeks to minimise the embarrassment to Moscow by reinstating only four provisions of the pre-Soviet constitution and by confirming most existing Soviet laws. The Popular Front thus hopes to avoid disrupting its existing negotiations with Moscow under which it has been offered an ill-defined "special status," by ignoring the most contentious problems, such as an end to conscription.

Latvia has been more cautious than the other Baltic republics because only half its population is native Latvian. However the alliance of all three Baltic states was underlined by the presence in Latvia yesterday of the Lithuanian president, Mr Vytautas Landsbergis, who said he was there "to be

with my brothers."

In addition, Estonia's Prime Minister, Mr Edgar Savisaar, yesterday came under attack from the Soviet news agency Tass for defying the Soviet blockade of Lithuania. Tass said he had ordered Estonian railways to continue deliveries to the breakaway republic. The Lithuanian health minister said his people were now running out of medicine.

The most violent outbreak in central Asia this year yesterday disrupted the Uzbek city of Andizhan in the Fergana Valley where more than 100 people died in riots last summer.

The immediate cause was not ethnic tension but football: young men went on the rampage after a visiting team failed to show up for a match. The Lithuanian, however, said the men had turned their fury on Russians, Armenians, Jews and the Communist Party headquarters.

Further pressure on Mr Gorbachev to loosen the Kremlin's control over the republics is likely to come today in Kiev, the capital of the Ukraine. A group of radical reformers called the Citizens' Action Committee meets there to discuss alternatives to a current Union treaty. One of the people invited said they wanted "a kind of British Commonwealth, a free association of sovereign states."

The group embraces leading Social Democrats, including Mr Yuri Afanasiev, a member of the Inter-Regional group of radical deputies.

## Broadcasting boom in western Europe continues

By Raymond Snoddy

THE STRONG growth in western European broadcasting is continuing despite an advertising recession, and the total income of the business should rise to \$33bn (£14bn) by next year, according to a new survey by the European Broadcasting Union.

Total income from broadcasting - licence fees, advertising, sponsorship and programme sales - rose by 20 per cent last year. Producing and buying programmes cost \$12.2bn last year and this should rise to \$15bn by 1993.

In its annual study, The Market for TV Programming in Western Europe, published yesterday, CIT also predicted that the 1994,000 hours of programmes broadcast to western Europe's 126m homes would

increase by 25 per cent by 1992. But Mr Rob Ollerenshaw, CIT research executive, warns that the television picture is not all optimism. "More competition among both programme-makers and viewers means revenues are more thinly spread. And pay TV has made severe losses which could last for several years."

Despite an apparently respectable 20 per cent share of the audience in cable and satellite homes in western Europe, the average satellite channel was still getting a mere 0.05 per cent of the total audience, CIT points out.

The Market for TV Programming in Western Europe, 320 pages from CIT Research, 23 Dering Street, Hanover Square, London W1R 9AA, £4.50.

## Telecoms in Ecu1.7bn EC share-out

By Tim Dickson in Brussels

ENERGY networks, telecommunications, rural development schemes and labour market initiatives will all benefit from a new Ecu1.7bn (£1.26bn) share-out from European Community "structural funds".

The latest set of projects, announced in Brussels yesterday, follows a fierce battle between Commissioners over how to allocate the available resources.

The money is what was left of the Ecu55bn structural fund "kitty" agreed at the February 1988 summit of EC heads of Government, most of which has been allocated to member states through so-called Community Support Frameworks (CSFs) on the basis of the EC's five fundamental economic and social objectives. EC countries came forward with ideas for CSFs, while the Commission gave responsibility for deciding priorities for the remainder.

A total of Ecu700m has been earmarked for what can broadly be called infrastructure purposes, including projects to strengthen gas networks in Portugal, Greece and Ireland, and energy links between Italy and Greece, and Italy and France; extra money for the Star telecommunications programme; and special support to help small businesses in peripheral regions cope with the challenge of the single market.

The second broad target is "human resources", for which the Commission has set aside Ecu690m up to 1993 to pay for a variety of employment initiatives, including better opportunities for women and special help for the disabled.

Rural tourism and leisure activities will be encouraged under the measures and the budget of Ecu400m agreed for rural development.

This week's decision, which follows a similar set of initiatives agreed by the Commission in November. It was a disappointment for Commissioners hoping to get a bigger slice of the funds.

Mr Carlo Ripa di Meana, EC Environment Commissioner, feels, for example, that more money could be spent on anti-pollution projects.

Delors' Efta doubts

Differences among European Free Trade Association members and requests for exceptions from EC rules could make it hard for the two groups to agree on economic co-operation, EC Commission President Jacques Delors said yesterday. Reuter reports from Copenhagen.

He said Efta's structure should be reinforced to make discussions easier.

## David White, Defence Correspondent, on two sides of the disarmament dilemma Nato searches for a new short-range strategy

WHOLESALE changes in Nato's policy on tactical nuclear weapons will be discussed by defence ministers next week. They are taking their rapidly evolving nuclear dilemma up into the Canadian Rockies, at Kananaskis, west of Calgary.

Rooms at the village, part of the facilities for the mountain events of the 1988 Winter Olympics, have been made unavailable to anyone from the media, who will have to stay an hour's drive away. The nearby downhill slopes of Fortress Mountain will justify their name.

Planners were until now not envisaging an early announcement on new policies superseding a tortuous compromise reached a year ago by Nato heads of government. One senior diplomat at Nato admitted recently that "the preference is to keep the short-range nuclear forces issue murky." But now the decisions are rapidly materialising.

The core of the dilemma is no longer whether to preserve ground-launched weapons with nuclear warheads in western Europe, but how to ensure that the restructuring of Nato's forces - to almost exclusive reliance on air-launched weapons - keeps some nuclear arm based in West Germany. Mr James Baker, the US Secretary of State, confirmed to allies yesterday that plans for replacing Lance, the only

short-range nuclear missile in Nato apart from France's independent weapons, were being dropped.

The US has been able to present as its own initiative a move virtually forced on it by three factors: The ever-greater certainty that new ground-based weapons are unacceptable to Germany; the need to be seen to be responding to the political changes in eastern Europe, and the multifaceted of Congress approving \$112 worth of funding for the next fiscal year to develop a Lance follow-on.

Congress is reluctant to fork out money for negotiating tools as it did for European deployments of intermediate-range missiles, costing around \$12m, before the 1987 treaty scrapping them.

The first signal of an about-turn on the Lance follow-on (Nato was to decide in 1992 whether to deploy it) came with an order to the US Army Missile Command not to issue a final "request for proposals" for the new missile system.

Proposals backed by the US also involve the reduction or elimination - as some European allies have been pressing for - of nuclear artillery. This, with the replacement of bombs by nuclear-tipped, guided missiles launched from aircraft, would allow for a drastic reduction in the approximately 4,000 tactical nuclear warheads left in Nato hands in Europe after the INF reductions.

This total, which is already 3,000 less than the peak reached in the late 1970s, is made up of about 700 ageing Lance missiles and, in roughly equal proportion, artillery shells and bombs.

At its Brussels summit last May, Nato set specific conditions for negotiations on short-range nuclear weapons. They would be tied to implementation of a conventional arms treaty and would be limited to "a potential force" underlined in the text) reduction of American and Soviet land-based nuclear missile forces.

The UK fought hard for language ensuring that some land-based weapons would remain. But senior British diplomats accept that "the objective situation has changed." By the mid-1990s, when the Lance missiles would have been replaced, the withdrawal of Soviet forces means that most of the targets for these weapons will have gone.

Nato planners were working more than a year ago on a potential 50 per cent cut in artillery warheads. But those plans, which would have been the result of the longer range of new 155mm shells and the Follow-On To Lance (FOTL), have been overtaken.

Questions remain as to how much should be eliminated, how much reserved for negotiations, and when negotiations should start. British officials have argued that they should

await ratification of a Vienna conventional arms treaty, which would mean mid-1991 at the earliest. But others say they could begin earlier.

Nato's aim is to insulate air-launched weapons - or Tactical Air-to-Surface Missiles (TASM) - from this process. These are really intermediate-range weapons. According to the British-American agreement, a research group lobbying against new nuclear deployments, US plans have been made for storing them at five German locations as well as in the UK, Turkey, Italy, Belgium, the Netherlands and Greece.

Senior diplomats at Nato warn that if the principle of multiple basing is undermined the alliance will face "deep trouble." The West German opposition Social Democrats (SPD) say that a united Germany can stay in Nato but only if nuclear weapons are removed.

The Soviet Union is pressing strongly for the new air-launched missiles, other European countries will follow, the diplomats say.

Without nuclear weapons to back up US forces, pressure within the US for troop withdrawals would mount, and that, they say, would mean the collapse of Nato's integrated military structure and the transformation of Nato into a "paper alliance."

## Start talks stumble towards a summit climax

IN THE afternoon of every other working day a small cavalcade of official cars sweeps down the hill from the US mission in Geneva to the Swiss Federal Palace. On the other days it is the same in reverse.

Mr Richard Burt and Mr Yuri Nazarkin, chief negotiators in the Strategic Arms Reduction talks, have been meeting like this for about three weeks. Up to then, top-level encounters had been intermittent since the negotiations were launched anew five years ago.

Time is running out for agreement on the main points of a treaty for Presidents Bush and Gorbachev to endorse at their summit starting on May 30. That would enable a detailed treaty to be completed the following three or four months.

Mr Nazarkin says there is a "good atmosphere" and believes that all major problems can be overcome by the summit. US officials say there is "overwhelming probability" that most issues will be resolved by then.

But they are not yet there. Up to a month ago US officials believed the treaty was all but wrapped up. But after last month's Washington talks between Mr James Baker, US Secretary of State, and Mr Eduard Shevardnadze, the Soviet Foreign Minister, it became clear that the process had unexpectedly moved backwards.

The main sticking points - how to deal with cruise missiles launched from aircraft

and from ships or submarines - had been considered virtually solved. But the arguments resurfaced.

Diplomats in Geneva put this down to several possible reasons, or a combination. It may reflect a resurgence of military influence in the Soviet Union, or potential (and unprecedented) difficulties in the way of ratification by the

US, there is also pressure to move quickly to further cuts, but US officials say they need to know what they are going to negotiate. The Administration might also have to wait for Senate ratification of Start 1 unless the Senate asks it to enter new talks before then, they say.

US priority is on securing the achievements of Start 1, the future of Europe's security and the future of Nato will top the agenda at today's summit meeting between Mrs Margaret Thatcher and President François Mitterrand, writes Ian Davidson in Paris. The choice of agenda, proposed by Mrs Thatcher, follows last week's suggestion by Mr Douglas Hurd, British Foreign Secretary, that Britain and France should co-operate closely together in thinking about the future evolution of the alliance. The two leaders are also expected to discuss the follow-up to last Saturday's EC summit, which launched the objective of political union in Europe, as well as the preparation for the several Nato summit meetings expected before the end of this year.

Soviet Congress of Deputies. Or, as US officials hope, it may be last-minute negotiating tactics aimed at clinching a deal.

If the main items are not all agreed, Soviet officials say it may be possible to present some points at the summit and to try to negotiate the rest afterwards. In any event, it is unlikely that a treaty will be in force much before the end of next year. Ratification by the US Senate is expected to take 3-6 months, and a conventional forces treaty may have to be ratified first.

The two sides are working on what kind of joint statement the summit should make concerning follow-on negotiations. The Soviets want the principles of "Start 2" laid out

which will be the first treaty forcing reductions in strategic nuclear weapons (the ones the US and Soviet Union can use to strike each other) and the first treaty focusing on nuclear warheads as well as missiles. Under the proposed terms, the Soviets would have to destroy a launcher or heavy bomber every 60 hours for seven years, US officials calculate.

The planned treaty is also significant in establishing a regime of short-term inspections at the most sensitive military installations.

With more than 1,000 pages including protocols and memoranda - of which every word has to be "conformed" in Russian - it will be one of the longest treaties in history.

However, while official US documents continue to refer to "50 per cent reductions in the strategic offensive arms of both sides," the treaty's effects are less drastic. Fifty per cent cuts apply to the Soviet arsenal of heavy SS-16 intercontinental missiles and to the "throwweight" (payload lift capacity) of Soviet long-range ballistic missiles.

A recent Washington Post article created something of a stir by citing figures showing that the Start ceilings - because of what they exclude on the way some weapons are counted - would in theory allow the US just as many strategic warheads as it now holds. This is over twice the 6,000 figure cited in the Start ceilings.

The figures, which show the US has been able to plan its force modernisation around the Start treaty, are not challenged by US officials, but the exact totals are secret.

US officials argue that the warheads issue does not make it a bad treaty, and note that the US has moved to more "stabilising" weapons. The US has concentrated on slower systems such as cruise missiles, unsuitable for a first strike because they would give the Soviets time to respond.

Among a series of "secondary" issues still outstanding (such as how long the treaty should last) the main gaps to be bridged are:

• Air-launched cruise missiles. The US proposed cutting these for treaty purposes as 10 per aircraft, with eight for current Soviet aircraft. The

Soviets say that US B-52 bombers, tested with 12, could with only slight adjustments take 18 or 20, the proposed maximum load. Always one of the toughest subjects, the US has insisted that these multiple-mission weapons do not belong in Start and argued that they cannot be verified without unacceptably intrusive shipboard inspections. Initial acceptance of a US proposal for each side simply to make "politically binding declarations" about planned deployments is believed to have run into military objections. Soviet officials say the "deterrence" approach can provide a solution but only with the prospect of addressing sea-launched weapons more thoroughly in immediate follow-on talks.

The US view is that Start 2 should focus on further cuts in "destabilising" heavy ballistic missiles with multiple warheads. These would begin with mobile, multiple-warhead systems. There have been suggestions of including a ban on these in Start 1, but it is probably too late to do so without delaying a treaty.

## Italian local polls campaign strains ties that bind national coalition

By John Wyles in Rome

ITALIANS go to the polls to elect three levels of local government this weekend after a campaign which needed a grisly series of mafia murders to give it vitality, and which exposed the shifting sands steadily undermining Mr Giulio Andreotti's administration.

Election campaigns always open up fissures in Italian coalitions, and this has been no exception. The importance of the weekend elections is that they will provide both a key pointer to the durability of the nine-month-old Andreotti coalition and the electorate's first verdict on the Communist

Party's stately progress towards refounding itself with a new name and remodelled ideology.

But the elections in 6,702 communes, 87 provinces and 15 regions may also reveal the continuing fragmentation of the party system and a deepening disenchantment with the political game as it is currently played. This would be reflected by growing support for regional parties, and increasing blank or spoiled votes.

Many Italians complain that their votes do not change anything because the proportional voting system and the large

number of political parties mean that the composition of local administrations will be determined by political horse-trading in the coming weeks.

According to hallowed Italian tradition, the nation's leading political figures have spent most of their time sniping at each other and discussing the future of the coalition line-up, rather than dealing with concrete issues. All the junior governing parties have been strongly critical of the dominant Christian Democrats (DC), arguing that Mr Andreotti's leadership has lacked firmness and direction. Mr Bettino

Craxi, the Socialist leader and the coalition's key prop, accuses Mr Andreotti of preferring to make jokes than difficult decisions.

While Mr Andreotti's DC needs to hold its vote at about 33 per cent to maintain its authority over the coalition, Mr Craxi needs around 15 per cent for his Socialists to sustain a serious rival of the Communists for the left-wing vote.

The efforts of Mr Achille Occhetto, the Communist leader, to transform his party would suffer a severe setback if his share fell seriously below

the 27-28 per cent registered in national and European elections since 1987. The party is campaigning without its hammer and sickle symbol in 300 communes and Mr Occhetto has reportedly set 23 per cent as his minimum objective.

The Communist Party must, therefore, poll its traditional strength in Emilia Romagna, in north-central Italy, while Mr Craxi and the DC must hope to fight off the Lega Lombarda, the Lombardy regional party which took 8.1 per cent in last year's European elections and which draws much of its support from naked and quasi-racial

verbal attacks on southern Italians.

The Lega may well derive some benefits from the assassination of ten candidates by the local mafias in Campania (the *camorra*) and Calabria (the *ndrangheta*). These have also served to worsen relations in the governing coalition, particularly between the DC and the small Republican party which has come close to supporting calls for the resignation of Mr Antonio Gava, the Neapolitan Minister of the Interior.

One election which will be watched closely will be voting for the commune of Palermo,

whose outgoing mayor, Mr Leoluca Orlando, has led a controversial coalition with the Communists for the past two and a half years dedicated to combating the mafia's grip on the city. Although openly at odds with the current DC leadership, Mr Orlando finally agreed to head a party list whose number two slot is occupied by a candidate supported by local DC politicians enmeshed in mafia connections.

According to the Communists this has destroyed Mr Orlando's ability to continue leading the campaign for the city's renewal.

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## EUROPEAN NEWS

## Eight car groups in joint venture talks with Skoda

By Kevin Done, Motor Industry Correspondent

SKODA, the Czechoslovak car-maker, is in discussion with eight European and US automotive groups in the search for a joint venture partner to inject finance and technology.

The company has appointed Price Waterhouse, the international business consultants, to advise it in the negotiations, which it hopes to complete by the end of the year.

Skoda, which produced 180,000 cars last year, is one of the main targets for western car-makers seeking an entry into east Europe.

The Czechoslovak motor industry is seen as the most advanced in east Europe, and western vehicle makers are competing to establish joint ventures with Skoda and BAZ, the Bratislava automotive works, which wants to set up a modern assembly venture for light commercial vehicles.

Mr Richard Ghedihill, a partner in Price Waterhouse Privatisation Services, said that the group of eight car-makers would be reduced to a short-list of three or four, probably by the end of the month, to allow the start of "serious negotiations".

The eight which are in discussions with Skoda include Volkswagen, General Motors, BMW, Ford, Renault, Fiat and Daimler-Benz. Separately, Skoda is having talks with two Japanese engine-makers, Yamaha and Kawasaki.

Mr Zdenek Patocka, the Skoda deputy general manager who is leading the joint venture negotiations, dismissed reports that Volkswagen was the front-runner. "We are dis-

cussing seriously with many companies. Skoda does not yet prefer any one manufacturer."

The details of Czechoslovak legislation to allow joint ventures with foreign companies are still unclear, but Mr Patocka said Skoda would prefer to keep majority control and was keen to maintain the Skoda marque.

"We would like there to be no final decision, however, and it could be possible for the state to give up majority control."

Of Skoda's output last year, some 50,000 were exported to western markets, led by the UK with 13,800, while 15,000 were exported to other east European markets.

Mr Patocka said Skoda's priorities were to satisfy the domestic market - the present output of about 100,000 - and to develop a new car, which is probably the shortest in east Europe - and to maintain exports to western markets to earn foreign currency and ensure access to components and materials from western suppliers.

Skoda was aiming to double car output during the 1990s, in collaboration with a western partner. It would also seek to double exports to maintain sales in western markets at 25 to 30 per cent of production.

He said the company wanted to increase production of its Favorit range, styled by Italy's Bertone, to 250,000 by 1994/95.

Price Waterhouse, which has established offices in Prague, Bratislava, Moscow and East Berlin in the past two years, was appointed by Skoda two months ago to advise on the selection of a joint venture partner.



Le Pen: target

## Government takes aim at Le Pen

By Ian Davidson in Paris

THE FRENCH Government has moved on to the offensive against the insistent agitation of Mr Jean-Marie Le Pen and his extreme right-wing National Front party, with a new law strengthening the penalties for racial discrimination and other racist offences.

But the Socialist Government's own moral standing is being severely battered by a new amnesty law, which appears to discriminate in favour of elected politicians by protecting them over political-related financial crimes.

The first reading of the new anti-racist law, tabled by the Communists and voted through with Socialist support early yesterday, coincides with opinion polls underlining the resilience of popular support for the National Front.

Last week a poll in *Le Figaro* newspaper said that the Front would win 13 per cent of the vote if elections were held now; a poll in yesterday's *Paris Match* magazine gave the party 15.5 per cent. As a national figure, this would be significantly more than the 14.4 per cent that Mr Le Pen scored in the first round of the presidential elections of 1988.

The new anti-racist law would stiffen existing penalties and would include the withdrawal of civic rights for racially discriminatory offences, including the right to stand as a political candidate.

The Government does not deny that this provision is deliberately aimed at disqualifying Front politicians like Mr Le Pen who explicitly seek electoral support by fanning the flames of racial hatred.

The political amnesty was appended to a law instituting rigorous rules governing party finances, and was intended to start a new page in a long-disputed domain, by wiping out all party-finance offences committed before last June.

But it has backfired badly, because the public prosecutor has just committed for trial several businessmen and construction company officials, allegedly involved in funneling funds to local party coffers, but has annulled the corresponding party officials.

Matters have been made worse for the government, by the outspoken protests of magistrates against the implications of the amnesty, notably in the exoneration of Mr Christian Nucci, a former Socialist minister, who was alleged to have benefited from the diversion of FF10m (£1.08m) into his election campaign fund.

## AMERICAN NEWS

## Brady debt plan 'encourages arrears'

By Stephen Fidler, Euromarkets Correspondent

THE Brady plan on international debt has encouraged an alarming increase in country arrears to commercial bank creditors, the Institute of International Finance, a Washington-based think-tank which speaks for international banks, said yesterday.

An IIF report blames the Brady initiative for engendering "a loss of discipline in the (international financial) system and the build-up of payments arrears to commercial banks and official agencies."

The initiative, named after Mr Nicholas Brady, US Treasury Secretary, was launched last year and shifted the focus

of the debt strategy towards a reduction of countries' commercial bank debts and away from new lending.

The institute estimates that total interest arrears to commercial banks rose to \$18.15bn at the end of March - up sharply from \$14.37bn at the end of last year and \$6.45bn at end-1988.

Argentina's debt arrears were the largest - \$6.15bn at the end of March - up from \$5.14bn at end-1988. Brazil was \$5.3bn behind on interest payments, while Peru (\$2.77bn) and Ecuador (\$1.35bn) also had arrears of more than \$1bn.

The IIF says that the loss of

discipline is compounded by a new policy of the International Monetary Fund, which tolerates payments arrears to banks. This "mistaken policy" has contagious effects which could worsen the IMF's own arrears problem - now a worry to fund shareholders. The policy was introduced to prevent banks unreasonably blocking IMF-agreed economic reform programmes. The IMF should revert to its traditional policy and make sure arrears to banks are erased before the country can borrow from the fund, the IIF says.

The report (Improving the Official Debt Strategy -

Arrears are not the Way) says the Brady strategy is underfunded and inflexible. Debt reduction deals so far have not been voluntary, as claimed, but "almost mandatory".

It adds that there is no reason to distinguish bank debt from that owed to official creditors, which should also be subject to debt reduction.

The report, one of the most openly critical documents on the strategy issued by banks, says that it even resulted in a slowing in many types of debt reduction. Voluntary debt reduction amounted, it says, to \$11.33bn in 1989 - down from \$18.38bn the year before.

## Argentina 'unable to pay pension backlog'

By Gary Mead in Buenos Aires

ARGENTINE President Carlos Menem has indicated that his government will ignore legal judgments which would benefit 57,000 pensioners by the equivalent of \$1.14bn.

The decision is likely to cause a legal and political row, the pensioners having spent years fighting a case against the government, only to face now a presidential veto.

Argentina has as many as 5m retired people (out of a total population of about 32m). Those dependent on state pensions have seen their income rapidly eroded in the last five years through hyper-inflation.

Eight thousand cases against the government have been settled, with an award totalling the equivalent of \$160m, an average of \$20,000 per individual. The other 49,000 pending cases are likely to follow a similar pattern.

Mr Menem said the state "is unable" to meet the pension backlog, and Mr Humberto Toledano, a presidential aide, added: "There is no money for the cases." The government is under pressure from all sectors to grant big wage increases. At the end of last month, the armed forces won an average 50 per cent rise.

The issue appears likely to provoke the first big legal challenge to a presidential decree, later ratified by Congress, promulgated in July 1989. The decree, which handed the government wide-ranging powers to reform management of the public sector, also suspended any legal action against the state for two years.

The pensioners have little lobbying power.

## Front-runner for S&amp;Ls rescue

By Peter Riddell, US Editor, in Washington

MR WILLIAM TAYLOR, the Federal Reserve's chief bank regulator, is the front-runner to take over from Mr William Seidman as head of the US Federal Deposit Insurance Corporation, which is responsible both for insuring bank deposits and for the current mammoth rescue of the US savings and loan industry.

The position is of great importance because the Bush administration is keen to reinforce a more energetic approach to the savings and loan rescue, as estimates of its cost rise sharply.

President George Bush told a news conference yesterday he was "very high" on Mr Taylor to take over Mr Seidman's responsibilities.

Mr Seidman has also "enthusiastically" backed him as the successor.

Mr Taylor, an experienced bank regulator and supervisor, has been since January acting president and chief executive

of the oversight board of the Resolution Trust Corporation, which oversees policy priorities for the RTC, in turn headed until now by Mr Seidman.

The RTC is seeking to speed the pace of disposals and closures of insolvent savings and loans bodies.

Mr Bush confirmed there was "a significant review" within the administration to establish updated cost figures for the rescue.

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Mr Bush confirmed there was "a significant review" within the administration to establish updated cost figures for the rescue.

## Brazilian leader to leave Congress

By John Barham in São Paulo

THE LEADER of Brazil's main left-wing opposition Workers' Party (PT), Mr Luis Inácio Lula da Silva, has said he does not intend to stand for re-election to Congress in October.

If he sticks to this decision, the efforts of Mr Leonel Brizola, former governor of Rio de Janeiro, and his Democratic Labour Party to assume leader-

ship of the opposition to President Fernando Collor de Mello would be strengthened.

Lula, as he is known, was runner-up in the presidential election last year.

He said yesterday: "I never wanted to be a congressman. The (1989) Constituent Assembly was important, but I can help the PT more by working

outside Congress."

Lula has shown profound disenchantment with Congress and wants to spend more time travelling and campaigning in Brazil and elsewhere in Latin America.

However, the PT would like Lula, by far its best known and most charismatic figure, to a run for a second term.

## Bush moves to quell Mexican drug case row

PRESIDENT George Bush said yesterday that "some misunderstanding" was involved in the US arrest of a Mexican doctor suspected of helping to murder an American drug enforcement agent. Reuter reports from Washington. Mr Bush expressed his readiness to consider a Mexican proposal to dismantle the controversy.

"Yes, there was some misunderstanding here," the president told a news conference when asked about Dr Humberto Alvarez Machain, abducted from Mexico on April 3 and flown to the US for prosecution. Mr Bush said he had ordered US officials to remove the misunderstanding.

Dr Alvarez Machain, a Guadalajara gynaecologist, is alleged to have had a role in the 1985 torture-murder of Enrique Camarena, a US drug agent based in Mexico.

In Mexico, the case is seen as a violation of sovereignty and has sparked a diplomatic and political furor.

The issue appears likely to provoke the first big legal challenge to a presidential decree, later ratified by Congress, promulgated in July 1989. The decree, which handed the government wide-ranging powers to reform management of the public sector, also suspended any legal action against the state for two years.

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The pensioners have little lobbying power.

OECD forecasts slow recovery for Iceland

By John Burton in Stockholm

ICELAND is gradually recovering from recession, but growth will remain sluggish in the 1990s, with an average annual growth rate of 1.5-2 per cent, according to a report by the Organisation for Economic Co-operation and Development (OECD).

The Icelandic economy, heavily dependent on the fisheries industry which provides 70 per cent of exports, has seen its cod catch reduced by 10 per cent since 1987, with a consequent 4 per cent fall in gross domestic product. With a further significant cut in the cod quota scheduled for 1990, the OECD predicts no growth for this year after a decline of 3.4 per cent in 1989.

The Paris-based organisation suggests that Iceland should carry out more structural reforms, such as liberalising capital flows, in order to adapt better to the changes in economic growth that reflect the fluctuating fortunes of the fishing industry. Barriers against foreign investment should also be eliminated to broaden the country's economic activity.

"A combination of firm macro-economic policy and

more market-oriented and less interventionist micro-economic policies offers the best prospects for enhancing Icelandic living standards," it says. These are the second highest in Europe measured by per capita gross national product.

The OECD blames Iceland for having mismanaged its macro-economic policy during the boom years of the mid-1980s, when fish exports were buoyant, by borrowing heavily abroad to finance an expansionary round of spending. This led to a growing current account deficit and high wages growth, which fuelled inflation to an average of 32 per cent in the mid-1980s.

Although the recession has depressed wages growth, leading to a lower inflation rate of 13.5 per cent in 1989, monetary policy should remain tight to encourage savings and avoid a new bout of inflation as the economy recovers.

Even if the Icelandic economy performs better than expected, "it is important that any growth dividend be used to repay external debt and reduce imbalances," the survey adds.

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## OVERSEAS NEWS

## General named as Taiwanese prime minister

By Peter Wickenden in Taipei

LEGISLATORS from the ruling and opposition parties yesterday expressed astonishment and outrage at the nomination of a four-star general as Taiwan's next premier. Labour and human rights groups and students also protested, but the business community seemed relieved that a worsening in social disorder and in the environment for investment might be halted under his firm control.

After three weeks of intense speculation, President Lee Teng-hui picked General Han Pei-tsun, 71, a candidate whose name had hardly been mentioned. After the president's inauguration on May 20, Gen Han, currently Defence Minister, will announce his cabinet. Democratic Progressive Party MPs ripped a portrait of President Lee off the wall of the legislature chamber, and criticised him for ignoring the views of the general public in making his choice.

An influential Kuomintang reformist Mr Jaw Shaw-kong said he was astonished. "In a society like Taiwan we are going to be more open and

democratic. (For) a general to be nominated is not very suitable," he said on radio. Other lawmakers objected to the intrusion of the military in politics, and daubed a slogan on the wall chamber saying "Bring down the autocracy". They demanded that President Lee explain his choice. The president has only been quoted as saying that Gen Han has "abilities that nobody knows about".

Analysts have put forward several reasons why Mr Lee should pick Gen Han, who, only a few weeks ago, was a member of an anti-Lee faction. The most plausible is that the President wants a tough premier who will crack down on rising disorder and violent crime, and restore confidence in the Government's authority. This would stem the flow of capital out of the country, and increase willingness to invest in modern, high technology industries.

Another possibility is that Mr Lee, himself a native Taiwanese, wants to maintain the balance of power between Taiwanese and mainlanders.

## Iraq places embargo on UK companies over pipes

IRAQ has imposed an unofficial selective embargo on British companies in retaliation for Britain's seizure of parts for a "super-gun," according to the Middle East Economic Digest (MEED), Reuters reports from London.

So far the ban applies to British companies involved mainly in the military and industrial sectors, the magazine said.

Relations between London and Baghdad have deteriorated sharply since Iraq executed Mr Farzad Bazoft, the British journalist, on March 16 for alleged spying.

The embargo when customs officials last month seized eight sections of pipe made in the UK which the UK Govern-

ment said could have been used for a 40-metre gun.

MEED said UK companies registered in Iraq were asked to a meeting at Baghdad's Industry and Military Industrialisation Ministry on Thursday and told the ministry would place no more contracts with British suppliers until the issue was resolved.

A Jim Rodgers adds: One of the pipe sections began its journey back to the UK yesterday evening from Istanbul airport aboard a commercial UK cargo aircraft. It was released by the Turkish authorities in spite of the embargo. This might cause an trade and goodwill visit to Baghdad by Mr Yildirim Akbulut, the Turkish Premier, on Saturday.

## Property speculation measures lift S Korean market

By John Ridding in Seoul

SOUTH Korea's stock market rebounded strongly yesterday, recording one of its biggest ever one-day gains, after the Government announced its toughest plans yet to crack down on real estate speculation and provide new funds for investment.

The composite stock price index, which had fallen by 30 per cent between its peak last April and the beginning of the week, rose by 4.5 per cent to close at 780.22 points. The market also recorded strong gains on Tuesday.

The Government's apparent determination to stop the sharp fall in the market, was also demonstrated by the

early recall of Mr Chung Yung Euy, the Finance Minister, from a meeting of the Asian Development Bank in New Delhi. Mr Chung and other cabinet members have held a series of emergency meetings concerning the stock market weakness and real estate speculation.

In addition, investor sentiment was improved by the easing of a series of labour disputes which had flared up over the last two weeks. Most of the strikes at subsidiaries of the Hyundai Group, which were called in protest at the storming of a strike at the company's shipyard, have now ended.

However, Hyundai Motor Corporation, South Korea's largest automo-

bile manufacturer, voted to extend its strike until tomorrow. Separately, Yonhap, the official news agency, reported that a worker at a machine tools company had committed suicide in protest at company management.

The market measures, which will be announced in detail tomorrow, include the forced sale of real estate by the Chaebo, the business groups which dominate the economy.

A government spokesman said that land holdings which were not used for business purposes must be sold within six months. If no purchaser could be found the Government would buy the land at its acquisition cost. Business groups would also have to

receive government approval for new land purchases.

The aim of the policy is to prevent the further flow of funds from the stock market into real estate speculation and to provide funds for stock market investment. A group of securities companies have already announced plans to set up a market stabilisation fund with proceeds from land sales.

Other measures include a requirement for banks and insurance companies to invest 1 to 2 per cent of their paid-in capital in shares and the lowering of transaction taxes from 0.5 to 0.3 per cent.

Analysts said the Government's

measures, and its apparent commitment to rescuing the market, had gone some way to restoring investor confidence. However, the underlying problems of inflation and weak export performance had not been resolved and previous attempts to tackle real estate speculation and bolster the market had been unsuccessful because of enforcement problems.

More fundamentally, there was the danger that by taking such bold steps, any failure would have a much more damaging effect on confidence. "The Government has played its biggest card so far," said one analyst. "If it isn't seen to be successful, the market will certainly suffer."

## Australian trade position worsens

By Kevin Brown in Sydney

AUSTRALIA'S deficit on the current account of the balance of payments reached A\$1.5bn (£820m) in March, up from A\$1.07bn in February, the Bureau of Statistics announced yesterday.

The announcement was the second piece of bad economic news this week for Australia: the Government announced on Wednesday that the annualised inflation rate had climbed to 8.6 per cent in the three months to March, up from 7.8 per cent in the previous quarter.

The seasonally adjusted figure for the balance of payments rose from A\$1.25bn to A\$1.5bn - the second worst on record, the bureau said. Seasonally adjusted imports rose by 10 per cent, while exports fell by 5 per cent.

The unexpected scale of the increase stifled the third day of a rally on the Australian Stock Exchange, and the key index closed at 1467.7 after falling from a high of 1476.4.

However, the Australian dollar firmed from 75.2750 US cents to 75.5750 cents on forecasts of a rising dollar. Interest rates, traders said, were expected to strengthen further overnight in overseas markets.

Mr Paul Keating, the Labor Treasurer (finance minister), said there would be no easing of monetary or fiscal policy. "We can't risk a re-emergence of demand," he said in Canberra. The Government was determined to follow a "disciplined policy" to ensure that demand grew more slowly than production "for an extended period ahead."

Mr Keating expected the current account deficit to remain within the Government's forecast of A\$1.5bn for the financial year 1989/90, which ends June 30. However, he said imports were still too high, and the Government had a "substantial job" on its hands to reduce imports and boost exports. Economists said the figures showed that the economy was responding slowly to the Government's attempts to cut the deficit by reducing demand.



Mr Thabo Mbeki, African National Congress international affairs director, speaking in Cape Town to journalists yesterday, said the general feeling of all participants in talks between the black leaders and Pretoria this week was

that "not only is movement forward necessary, but it is possible". A second round of exploratory talks began yesterday to prepare for the final negotiations on a post-apartheid constitution for South Africa.

## HK forces beat back boat people escape attempt

By John Elliott in Hong Kong

HONG KONG'S security forces used tear gas early yesterday morning to beat back a crowd of 50 Vietnamese boat people who were trying to escape from the colony's overcrowded and tense Whitehead detention centre where over 100 people broke out last weekend.

Contingents of the use of British army troops are also being reviewed and could be brought into action if police and camp guards prove unable to quell trouble. A senior United Nations refugee official said yesterday that Whitehead, which holds 22,000 of Hong Kong's 54,800 Vietnamese, was far too large and crowded and had become a "monster" with no-one "in control". Mr Alastair Asprey, security secretary, said the "hundreds" of gang leaders and trouble makers were to be moved to higher security centres.

The escape attempts are focusing attention on growing problems among the boat people, most of whom face repatriation home, at a time when the floods of new arrivals in Hong Kong appear to be easing.

So far this year 1,400 have arrived in Hong Kong, a third of the number for the same period last year. Unlike last year when some 90 per cent came by boat from north Vietnam, about 1,100-1,200 have come by the cheaper land route from the south through China, sending the tag "bus people".

Most now travel in groups of 20 to 30 by train from Ho Chi Minh City on Vietnam's south coast northwards through Hanoi to the Chinese border. Often accompanied by paid smugglers, they are taken to the Pearl Delta just north of Hong Kong where they buy a boat for the final few hours' journey.

## Iran, US near asset claims deal

By Laura Raun in Amsterdam

IRAN AND THE US have edged closer to a pact on financial claims arising from the 1979 Iranian Revolution. Such a compromise could help draw the two bitter enemies closer together.

Agreement in principle on about 2,300 small claims in the Iran-US Claims Tribunal is largely due to the good relationship between Mr Abraham Sofaer, legal adviser to the US State Department, and his Iranian counterpart, Mr Ebrahim Eftekhari. The two are expected to take the deal back to their capitals for approval after talks in The Hague last night.

President Ali Akbar Hashemi Rafsanjani of Iran yesterday criticised Washington, but has repeatedly hinted that

American hostages might be freed if Iranian assets, frozen under the Iran-US Claims Tribunal, were released.

Reflecting a shared desire to settle the claims more quickly than the cumbersome Tribunal process, Mr Sofaer and Mr Eftekhari agreed last November that the US would return \$818m in frozen Iranian assets. Now they are believed to have agreed that Iran will make a lump sum payment to compensate about 2,300 American individuals and companies, each claiming damages of less than \$250,000 for property lost during the revolution. The sum is believed to be about \$100m although neither side would disclose the amount.

Because Mr Sofaer is leaving

his post in a few months they may feel a greater sense of urgency about bigger claims.

Tehran wants the US to lift its trade embargo against Iran so payment can be made in oil instead of cash.

The tribunal was established in 1981, after Iran released 52 US Embassy staff members held hostage for 444 days. The tribunal adjudicates mutual financial claims and now has about \$1bn in escrow accounts under its auspices.

The single biggest case is an \$11bn claim against the US for allegedly undelivered military equipment. US oil companies are collectively demanding about \$50m in compensation for property lost during the Iranian Revolution.

## Cost put at up to Rs20bn for India to phase out use of CFCs

By David Thomas, Resources Editor

IT COULD cost up to Rs20bn (£770m) for India to phase out the use of the nasty substances which destroy the ozone layer, a study commissioned by the Indian Government concludes.

The study could play a central role in a large international conference to be held in the autumn of the United Nations in June. This has been called to strengthen the existing agreement on ozone depleting substances - the Montreal Protocol.

One of the main tasks of the conference, to be held in London, will be to encourage large developing countries such as India to sign the Montreal Protocol.

The protocol at present would commit developing countries to phase out their use of ozone depleting substances by 2010, 10 years longer than the deadline for the industrialised countries.

However, most developing countries have been inhibited

by consultants at Touche Ross and financed by the UK's Overseas Development Administration, fills that gap.

It is highly relevant to one of the issues expected to dominate the June conference: the question of a funding mechanism for industrialised countries to help developing nations in phasing out use of ozone-depleting substances.

Mr Mahesh Prasad, permanent secretary at India's Ministry of Environment and Forests, said: "We are willing to switch away from these substances, provided the incremental costs of substitution can be met."

Without countervailing action, Indian use of ozone depleting substances will increase from about 10,000 tonnes now to 20,000 tonnes in 1996 and 45,000 tonnes in 2010, the study concludes.

The study has identified substitutes which could replace ozone depleting substances, particularly chlorofluorocarbons (CFCs), in all the main

sectors where they are used by industry at present: aerosols, air conditioning, refrigerators, cleaning and fire prevention.

One option identified in the study would see India abandoning CFC use in aerosols from 1997 and then progressively reducing CFC consumption in other areas from 2003, with a total phase-out by 2010. This would cost Rs14bn to Rs20bn in 1990 prices.

A less demanding option would allow continuing use of CFCs to recharge existing refrigerators and air conditioners, implying a total phase-out by 2020. This would cost Rs700m to Rs1bn by the year 2010.

The overwhelming bulk of costs of the first option would fall on consumers, rather than manufacturers, because having to replace refrigerators early and the higher electricity consumption of refrigerators using CFC-substitutes account for most of the costs. These calculations exclude technology transfer costs, foreign exchange implications and employment effects.

## Kashmir reprisals bring bitterness, say rights groups

By David Housego in New Delhi

ATROCITIES committed by Indian security forces in Kashmir on innocent people are producing increasing bitterness and hatred against the Government, according to Indian human rights groups.

Reporting on a recent visit to Kashmir, a committee representing leading Indian human rights groups under Mr V.M. Varadachari, a retired judge of the Madras High Court, is sharply critical of the Government's handling of the insurgency by Kashmiri Muslim militants.

The committee says that "a large number of excesses" were brought to its attention. It alleges that, on March 29 security forces opened fire without provocation in Anantnag killing several people including a pregnant woman and her eight-year-old son.

On April 1 near Nappura, the report says that members of the 77 Battalion of the Central Reserve Police Force, a paramilitary group, opened fire from an ambulance injuring five people after one of the force had been killed by a landmine. Subsequently one woman died.

Members of the committee reached the scene soon afterwards. They allege that people who tried to take the injured to the hospital were beaten and arrested.

Their report comes at a time when little first-hand information is available on events in Kashmir. Journalists are not allowed access. Many Indian papers and news agencies are now based in Jammu to the south where they rely on government hand-outs from Srinagar. Indian newspapers and dailies have also adopted a system of partial self-censorship, supporting the official policy on the need to "restore government control."

The report of the committee, which includes organisations like the People's Union for Civil Liberties, says that it was not possible to list all the cases brought to their attention. However it adds: "The broad pattern is clear. The militants stage street incidents and the security forces retaliate. In this process large numbers of innocent people get manhandled, beaten up, molested and killed."

"In some cases the victims were caught in the cross-fire and in many cases they were totally uninvolved and there was no cross-firing. This tends to alienate people further."

The report is particularly critical of the almost 3½ months of continuous curfew which it says has resulted in an acute shortage of essential commodities and medicines. It says the curfew has been imposed to prevent demonstrations, but also "to tame them (people) by reducing them to starvation level."



Chalker: urging faster use of aid

## UK gives energy grant of £50m

By David Housego

BRITAIN yesterday accompanied a grant of £50m to India for energy efficiency projects with an appeal to the Government to speed up its absorption of aid funds.

The grant announced by Mrs Lynda Chalker, Minister for Overseas Development, who is visiting India and attending the annual meeting of the Asian Development Bank, represents about half of Britain's annual bilateral aid of £90m to £100m, but will be spread over three years or more.

Mrs Chalker used the opportunity of talks with Mr V.P. Singh, the Prime Minister, and other ministers to urge India to speed up projects that would lead to faster use of aid. She said that among the projects being discussed under the energy grant were improving load factors in power stations, ash disposal at the new British-built Rihand power complex and rehabilitation of hydroelectric plants.

Among the reasons for delays in spending British funds has been protracted negotiations over the second phase of the Rihand complex - a 1000MW plant for which GEC-Alsthom hopes to win the contract.

Among Indian officials, Britain has recently been criticised over the supply of Westland-30 helicopters to India out of aid funds because of the high cost of spares. The entire fleet of 19 Westlands has been grounded since the end of last year.

Mrs Chalker said yesterday that the safety of the helicopter was linked to the way it was maintained, and that this in turn had a bearing on the amount of spares required and their cost.

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## Doe may not survive rebel onslaught

By Mark Huband

A WORSENING civil war in Liberia is raising increasing doubts on the ability of President Samuel Doe's Government to withstand the rebels. Last weekend National Patriotic Forces of Liberia forces captured the country's second largest rubber plantation 20 miles north of the southern port of Buchanan.

Buchanan, the railroad for the world's largest iron ore mine at Yekepa in the north, does not yet appear to have been captured by the rebels despite reports of nearby fighting.

Throughout the conflict, which began on December 24 when a small rebel force crossed into Liberia from the Ivory Coast, the rebels have conducted an effective guerrilla war in the heavily forested hills of Nimba county. The rebels have preferred to

isolate big towns rather than engage government forces in pitched battles in the streets. The tactic has been successful and they are seen to be pushing south towards the capital, Monrovia, having secured the towns of Nimba.

Superior army fire-power has proved largely ineffective against the surprise ambushes of the rebels, who claim to have lost up to 600 troops. Army casualties are known to be much higher, though no official figures are available.

Some observers believe rebel support is based more on a desire to end the rule of the Doe regime rather than any belief in the NPFL and Mr Charles Taylor, their leader. Mr Taylor, former director of the Liberian Government's General Services Agency, escaped from jail in Boston while awaiting extradition charges after being

accused of embezzling \$800,000 from his department.

Between 1987 and the launch of the offensive he is believed by many to have secured the support of Colonel Muammar Gaddafi, the Libyan leader, and begun training a core force in Burkina Faso.

Allegations of Libyan involvement in the insurgency prompted the US to send military advisers to assist the armed forces. The advisers were withdrawn when their presence became public at a time when the army was conducting a scorched-earth policy and killing hundreds of civilians accused of aiding the rebels.

Mr Taylor strongly denies that the insurgency is Libyan-backed and also that he received support from the former Communist regimes of eastern Europe. He says that if

he succeeds in overthrowing the regime of President Doe, he will retain the country's free market policies.

He has also firmly committed himself to regular elections, and expects to hold multi-party elections within five years of taking power.

The Government of President Doe has this week taken steps towards a political solution to the war. A 10-person official delegation, which includes Mr Emmanuel Bower, Minister of Information, arrived in Washington on Wednesday to lobby support from the US.

The two countries have long political ties. Liberia was founded in 1823 by freed American slaves. Since President Doe seized power in 1980 the country has been the recipient of \$500m in US aid, the largest amount per capita in Africa.

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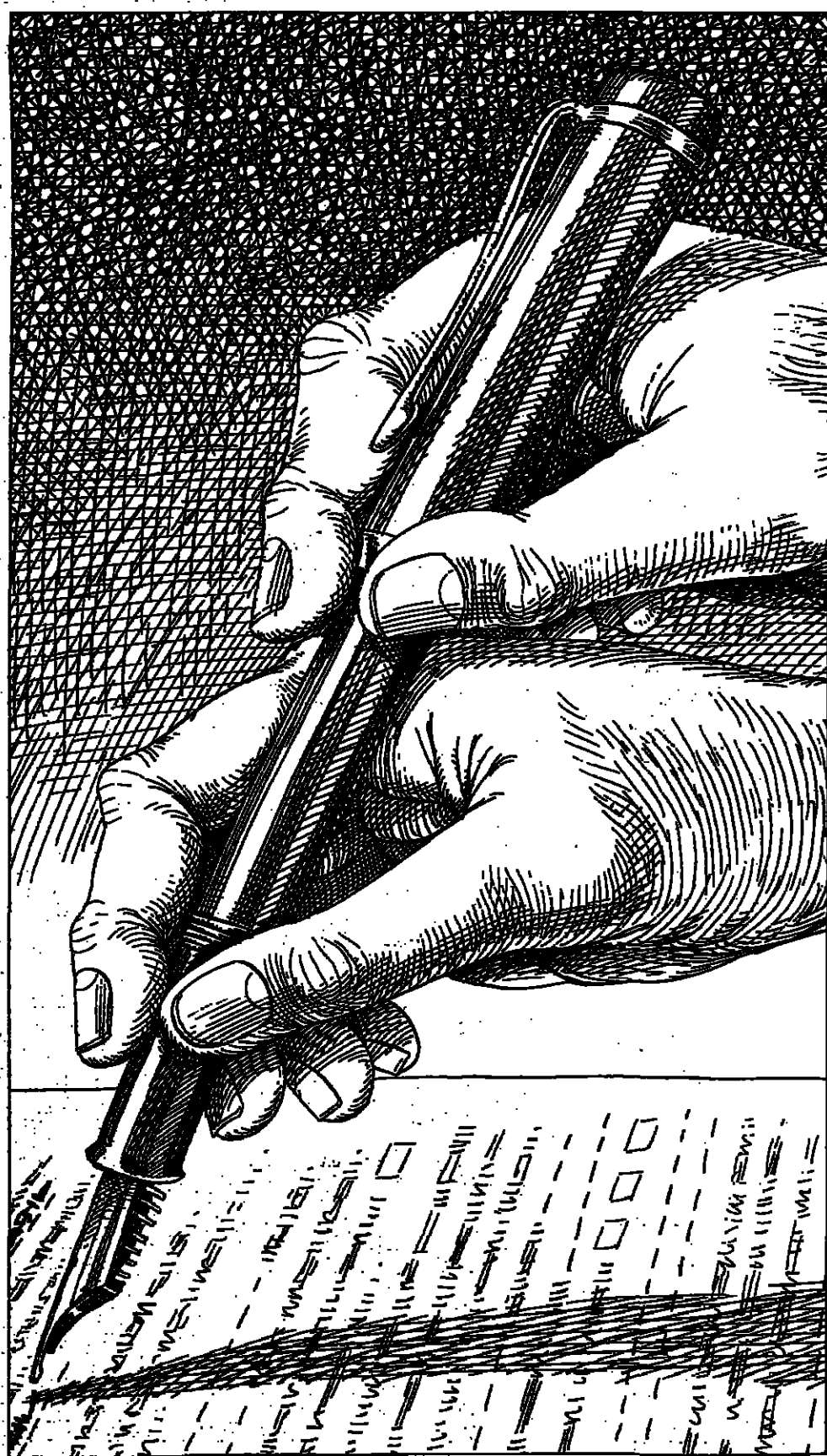
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the next in many parts of the country.

## PEOPLE ARE WRITING MORE LETTERS

Despite the inroads of the telephone and the fax machine, people are today writing more letters than ever before.

The Royal Mail currently delivers some 54 million letters a day. However, by the year 2000 the Royal Mail predicts it will be handling a staggering 100 million letters a day.

"Today the Royal Mail is handling mail volumes of Himalayan proportions," said Mr Cockburn. "In Victorian times, the postal service handled 76 million letters a year, whereas today the Royal Mail shifts more letters in one day at Christmas than in the whole of 1840. Its high-tech postal system handles some 13,000 million letters a year."

In 1840 most of the mail consisted of private letters between individuals. Today eighty per cent of mail is business letters and new services have been developed to meet the needs of business customers.

The fastest growing medium of the future is Direct Mail – personally addressed advertising material carried through a network of 100,000 post boxes. Britain's biggest single shop window offers more than 325 million customers in the EC the chance to buy anything from a flower pot to a conservatory just by popping their order in the post.

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But no matter what the mail contains it all has to make an individual journey from post box to the door-mat and it is a delivery task without equal.

In Rowland Hill's day letters were delivered by hand-cart and the mail coach.

Today, the Royal Mail uses a highly integrated network of trains, planes and modern transport.

to sort the nation's mail was the introduction of the post-code – today nearly every home and business in the UK has its own unique post-code.

In Britain's automated sorting offices, highly advanced machines are used to read post-codes and sort mail at high speeds.

Optical Character Recognition machines electronically read type-written addresses and automatically translate post-codes into a series of blue phosphor dots which are printed onto envelopes.

The "robot-eyes" of the machine can read addresses and print phosphor dots on up to 35,000 items an hour.

The dots can then be read by automatic sorting machines which handle mail at the rate of 16,000 items an hour.

Hand-written addresses are coded by staff sitting at key-boards. Pioneered by Post Office experts based at Swindon, they have been specially designed for comfort as well as speed. Each operator can key codes at an average 1,600 items an hour.

But already the race is on to develop a machine that can read hand-written as well as typed addresses.

The latest sorting machine called the E40, also developed by experts at the Swindon research centre, is the world's fastest. Using microchip and optic fibre technology it can sort up to 32,000 items an hour – double that of existing equipment.

The E40 machine has already been successfully tested at the Royal Mail's high-tech sorting office in Reading and now the US Mail is testing the machine.

If the trial in Washington is successful there is a market for 2,000 plus to be built in the US under licence from the Royal Mail.

E40s are going into key UK sorting offices and will work alongside the OCR machines which have already been installed in 17 offices, with 29 more to follow.

This new machinery is part

of a £1.2 billion investment programme in postal equipment and services over the next five years, to ensure that the Royal Mail retains its leading role in the development of postal communications.

## COMPUTER POWER TO SPEED THE MAIL

Another way the Royal Mail keeps ahead of the game is by using computer power to show Britain's posties the fastest way to deliver the mail – pinpointing the quickest routes to Britain's letter boxes.

The Computer Assisted Delivery revision programme slashes the time it takes to map out the quickest and most effective routes for individual postmen's rounds.

This new system, which highlights the best way to get the mail through on foot will complement a recently completed national computer nerve centre, called DARRI, which seeks out the quickest way to route the nation's mail by air, rail and road.

Said Mr Cockburn: "These two systems, working together will help speed the delivery of mail to our customers, revolutionising the way the Royal Mail plans how letters are handled around the country, right down to the postman and women on the street."

## POST OFFICE ADVISES POSTAL AUTHORITIES WORLD-WIDE

Today, developments pioneered by the Post Office are used to help overseas postal services throughout the world – updating their mail handling systems, through the British Postal Consultancy Service, set up in 1965.

BPCS consultants have worked on more than 100 projects in over 50 countries. They have pioneered several world firsts abroad, including introducing high-tech mailing systems as far away as Hong Kong and Qatar.

Commented Mr Cockburn: "It's all a far cry from the days of Rowland Hill. The Royal Mail has come a long way since 1840 both in the size and in the enormous complexity of the scale of its operations."

"With its track record for leading the world, the Royal Mail is now looking towards the future with innovative plans which will take it well into the 21st century to ensure it retains its title of world leader."

## Moving the Mail in the 1990's

WHILE most of Britain sleeps, thousands of Royal Mail staff work throughout the night to speed the nation's mail on its way.

Fleets of vans, trains, aircraft, and in some cases even hovercraft, combine to speed some 54 million letters a day to all 24 million addresses in the country – whether an inner city block of flats or an isolated croft in the Scottish Highlands.

Much of the mail is moved during darkness – and the huge scale of this highly co-ordinated and sophisticated night operation remains a mystery to most people.

Today's Royal Mail is a vigorous modern business, but it still follows an idea that was put forward 150 years ago by the father of the modern postal service, Sir Rowland Hill.

Sir Rowland's idea was that people should be able to send a letter to anywhere in the country for the same price and this, in turn, gave birth to the world famous Penny Black stamp.

## DELIVERY OPERATION WITHOUT EQUAL

Although Sir Rowland would readily see his "postage for all" idea at work in today's Royal Mail, he would no doubt be fascinated by the way all forms of transport are integrated into a massive nationwide network.

The modern Royal Mail uses one of the largest vehicle fleets in the world – 33,000 vehicles – and more than 4,000 trains a night are used to carry half the nation's mail on its journey.

The Royal Mail's well-developed air network already speeds more than one billion first class letters a year to distant parts of the UK, and that figure is set to rise by up to 40 million a year with further key air links planned for the future.

Already some 30 chartered aircraft are used from the twin centres in the network – at Derby's East Midlands airport and at Speke airport, Liverpool – in a nightly operation based on split-second timing.

Said Royal Mail Managing Director, Mr Bill Cockburn: "The challenge does not end there. People are writing more letters than ever before and that trend is going to continue,



Mail being loaded at East Midlands airport, Derby.

so we must use every modern idea to keep pace with what our customers need.

"At the moment our high-tech postal system handles some 13,000 million letters a year – an average 54 million letters a day. However, by the year 2000 the Royal Mail predicts it will be handling a staggering 100 million letters a day!"

## EAST MIDLANDS AIRPORT'S CENTRAL ROLE

Flying mail around Britain helps ensure that people living in the more remote areas of the country receive their letters promptly.

The opening of the postal "hubs" at Speke in 1979 and East Midlands in 1982 were major breakthroughs in co-ordinating the national system.

In opening the East Midlands Airport "hub" the Royal Mail took the opportunity to set up its first integrated service for road, rail and air links, teaming the airport operation with Travelling Post Offices – sorting offices pulled by trains – at nearby Derby Station and a fleet of dedicated mail vans.

The airport bursts into life at 10.30pm, when the first of 13 flights from Scotland, Belfast, East Anglia, the South West and South East start arriving.

The planes are emptied and reloaded. Most fly out within the hour, while a few wait to be loaded with bags of mail brought in by rail at Derby

soon after midnight.

The Derby Interchange, ideally located at the centre of the country, makes the best use of a system which integrates air, rail and road links.

## SUNDAY COLLECTIONS AHEAD OF SCHEDULE

Another boost for customers is the speeding up of a rolling programme for the Royal Mail to introduce Sunday collections nationwide, after an excellent public response.

"By the summer we now expect over half the country to be enjoying this major service – our aim is that it will be operating nationwide by the Autumn, ahead of schedule," said Mr Cockburn.

"This service is already proving a great success and popular with customers. The number of letters collected on Sundays since the introduction of the service in five areas last November, has nearly doubled to 300,000 every Sunday."

Initially, the aim is to provide collections with local next-day delivery for mail posted within each district. Most mail is posted for local delivery.

Mr Cockburn said: "When working nationwide, Sunday collections will cost £20 million a year and will involve a complex operation using every element of our UK-wide network, with everything geared to getting millions more letters dropping on to the nation's doormats on Monday mornings."

## Royal Mail's best service improvement in a single year

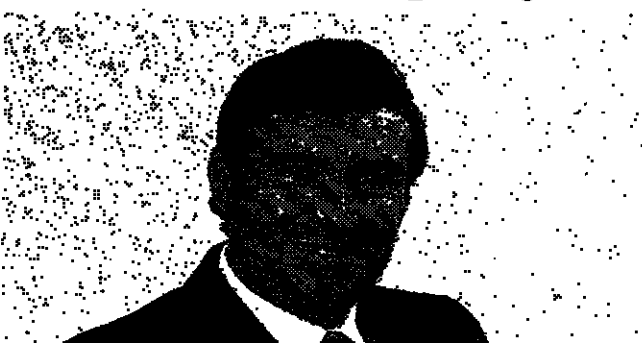
Royal Mail Managing Director, Bill Cockburn, said today that the Royal Mail has turned a major corner with the biggest ever annual improvement in service reliability.

Latest independent figures reveal that, despite fast rising mail volumes – now more than 54 million letters a day – and train strikes, which last summer paralysed the rail network over several weeks, the Royal Mail has improved its delivery service for first class mail by 3 per cent overall in twelve months.

"This is a tremendous achievement," said Mr Cockburn. "A year ago we agreed with our independent watchdog body, the Post Office Users' National Council, a demanding 3 per cent improvement target. Today I can reveal we have met that target, by achieving the biggest percentage improvement in a single year."

"I am particularly proud to be announcing this in the very month we are celebrating the 150th anniversary of the penny post, which revolutionised the mail service in this country and was copied throughout the world."

"But we are not complacent and realise there is room for more improvement. That is why we will be backing this upward trend with a record £1.2 billion investment over the next five years."



Into the 1990's – Bill Cockburn – Managing Director Royal Mail carrying on the pioneering tradition of Rowland Hill.

## ROYAL MAIL INVESTMENT BOOST

In the last twelve months alone, the Royal Mail has targeted £65 million to boost service.

Mr Cockburn highlighted the record percentage increase:

- The introduction of more than 500 direct road links across the UK. Mail is now reaching sorting offices by midnight – some 3 hours earlier than when transported by train – ensuring millions more letters are hitting the nation's doormats the next day;

- Special pay supplements which improved recruitment and have cut down staff turnover by 4 per cent in areas of fierce labour competition;

- New computer systems for mail routing – helping to

pinpoint the quickest routes to the nation's letterboxes.

Mr Cockburn also revealed that plans for major new air links, together with nationwide Sunday collections before the end of the year, will further boost service reliability in 1990 and beyond.

The new air links, which could cost up to £5 million, will mean some 40 million more letters a year reaching key sorting offices faster, to ensure next day delivery. For instance plans include new links from the South Coast and South West areas airfielding mail direct to the North East, Scotland, East Anglia and the North West.

Said Mr Cockburn: "Improving letter reliability is our top priority. We will go on investing heavily to maintain this significant boost in the service we offer customers."

## Faster road links speed the nation's mail – a major boost to service for customers

A MAJOR new network of direct road links between key postal districts is helping to speed the nation's mail by shaving off up to three hours in travelling time, the Royal Mail announced today.

Mr Peter Howarth, Operations Director of the Royal Mail, said: "When complete, the new network will total more than 700 fast road links. They will enable mail to reach sorting offices by midnight, some three hours earlier than before. This will mean mil-

lions more letters hitting doormats the next day.

"Direct road links enable the Royal Mail to give customers a speedier and improved service, something we always look toward."

The new road links avoid rush hour delays and travel direct to destinations rather than using trains, which do not always run straight from the Royal Mail's pick-up points.

In the past much of the mail would have travelled by rail or

by road via a central stopping point, rather than direct to its destination.

Some 500 provincial network links have already been introduced and now 200 short distance road-based links in and around Inner London are being phased in.

Each of the Royal Mail's 64 letter districts is establishing direct road services. They have formed links with neighbouring districts within a range of about 100 miles or

two hours driving distance.

Trains will continue to play a key part in the Royal Mail network, particularly for transporting mail over longer distances.

Said Mr Howarth: "Improving reliability is our number one priority. New air and road links are just part of our £1.2 billion investment programme to boost service to all 24 million addresses in the UK."

As part of the programme, the Royal Mail is investing a

total of £65 million to improve quality, including the road-based links, extra pay supplements in difficult recruitment areas, and new computer systems for mail routing, and this is beginning to pay dividends.

"Thanks to these initiatives, we are already seeing significant improvements in the quality of service achieved. I am fully confident these new services will result in a further increase in our quality performance," said Mr Howarth.

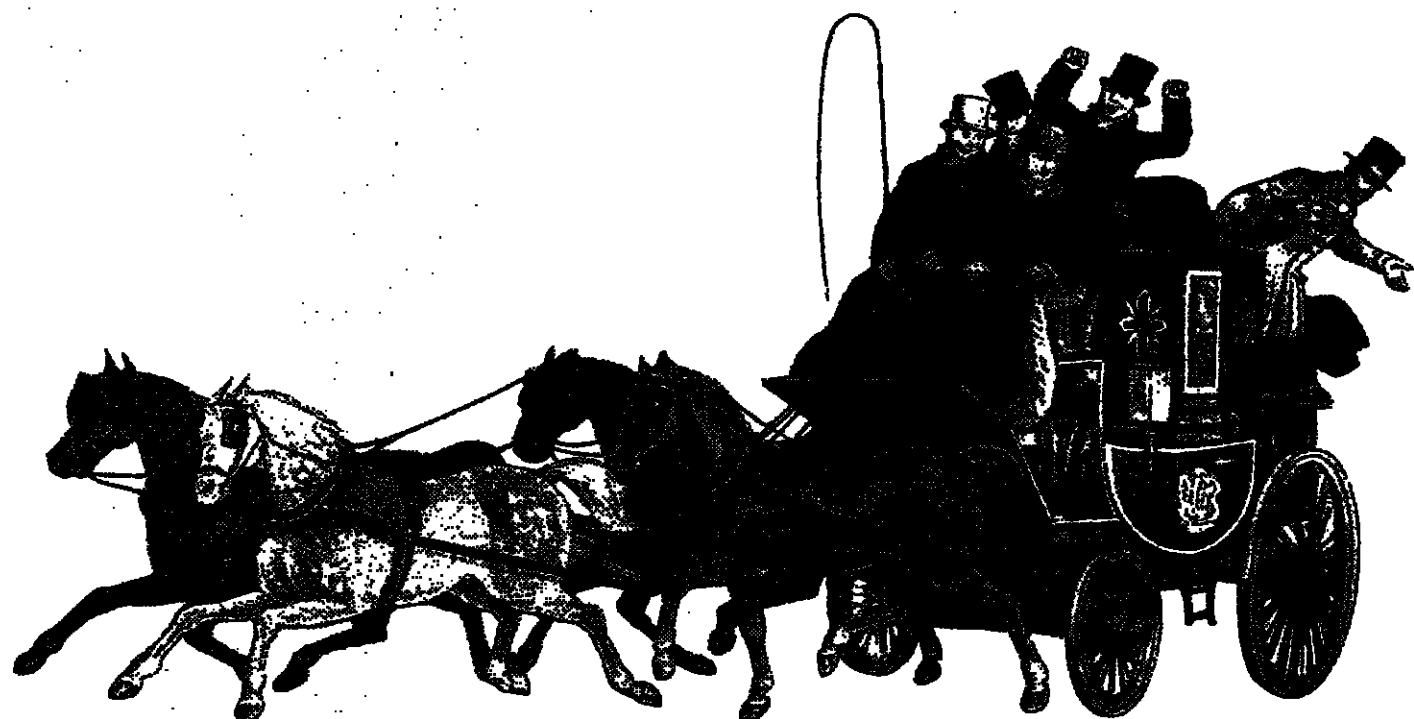


Direct road links helping to speed the nation's mail.





# First in the World.



Since 1840, the Penny Black has stood as the proud symbol for all that is good in a postal service.

Before then, you couldn't send a letter to every address in the country at the same price regardless of distance.

Today, however, we take that service for granted.

And Sir Rowland Hill's invention – the pre-paid adhesive label – has been adopted by every nation on earth.

Would Sir Rowland have approved of our progress over the years?

Today, he'd see a UK postal system handling record numbers of letters – more in one busy day than in the whole of 1840.

He'd see a stamp that's fallen in cost by 75% since 1840 (when wage changes are

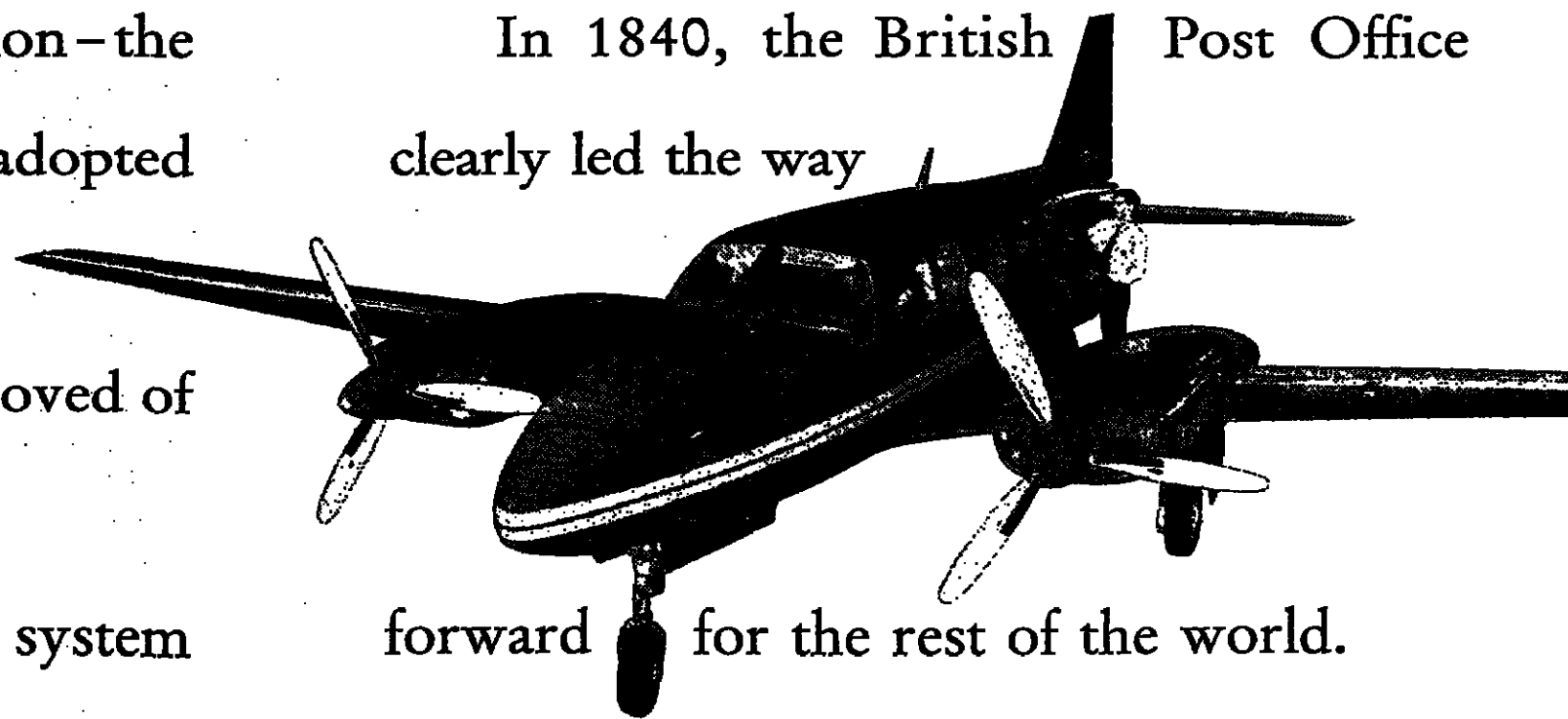
taken into account). The first class stamp is one of the cheapest in Europe.

He'd see a vast network of some 20,000 post offices around the country (more per head of population than almost anywhere in Europe).

He'd see the British Post Office virtually alone in the world to be self-financing and profitable.

And he'd see technology put to such good use that other postal administrations clamour to copy it and buy it.

In 1840, the British Post Office clearly led the way



forward for the rest of the world.

Today, 150 years later, that's still true.

ROYAL  
MAIL  
1840-1990



FIRST  
IN THE  
WORLD

The Post Office



## WORLD TRADE NEWS

## OECD states seek non-discrimination pact for business

By Peter Montagnon, World Trade Editor

INDUSTRIAL countries grouped in the Organisation for Economic Co-operation and Development are negotiating a new agreement that will oblige them not to introduce rules discriminating against foreign enterprises operating in their territory.

Officials hope to finalise the accord at a meeting of the OECD's Committee on International Investment and Multinational Enterprises on May 14 and 15. It would then go for ratification at the OECD ministerial meeting at the end of the month. The pact would make legally binding OECD guidelines on investment, agreed in 1976.

Some believe that pushing ahead now would boost Gatt's Uruguay Round, which is also seeking to establish a new definition of non-discrimination, or national treatment, in the context of free trade in services.

The new rules would oblige OECD members to refrain from introducing new restrictions aimed at foreign enterprises and to roll back any existing discrimination. They would also set up a firm, legally-binding definition for national treatment covering specific areas such as taxation and public procurement.

There is some optimism an agreement can be reached this month, but obstacles remain. Some countries are worried an OECD agreement might seem

like a *fait accompli* which would discourage developing countries from negotiating in Gatt. The EC has reservations on committing itself not to introduce new restrictions, since this could undermine its effort to seek reciprocal benefits from its trading partners following its 1992 internal market liberalisation.

Uncertainty also exists on whether the EC Commission should sign the agreement. The single market has given the Commission considerable regulatory powers, but it is not an OECD member.

Meanwhile, federal countries like Canada and Australia may have difficulty committing their state and provincial governments to the terms of the agreement, and the US would have to seek Congressional approval at a time when Capitol Hill is resisting some Bush administration trade initiatives.

Any agreement that does go forward to ministers at the end of this month may therefore have to be incomplete, requiring more clarifying.

Member states could register exceptions to the non-discrimination rule, but these would be scrutinised by the OECD. With the agreement in force, countries would have to bring all sectors into line. The services area contains sectors where these exceptions are common — such as cultural industries, transport and insurance.

## Soviet minister calls for pan-European energy links

A "COMMON European House", with energy networks linked, making one market where the Soviet Union had a 50 per cent share, was advocated yesterday by Mr Boris Takaev, Soviet energy vice-minister. Lucy Kellaway reports from Brussels.

Addressing an energy conference in Brussels organised by the European Commission to discuss long-term energy policies, he called for closer ties between the Soviet Union and the rest of Europe.

There were 30 joint ventures in energy now working, and a

further 52 were currently being negotiated, the vice-minister added.

There was under way with Electricité de France on a project to link French and Soviet electricity networks.

Many possibilities existed for western countries to win big contracts to help the Soviet Union with its plans for increasing its output of all fuels, especially coal.

The increasing problems the Soviet Union was encountering in maintaining its oil and gas output would increase its dependence on coal.

## Japan takes tough line on 'dumping' talks in Gatt

By William Dullforce in Geneva

JAPAN is insisting that further discussion in the Uruguay Round trade talks, on how to stop exporters circumventing anti-dumping duties, should be conditional on EC accepting a ruling that its current anti-dumping practices are illegal under Gatt.

After five days' talks on the dumping issue last week, participants reported the Japanese had agreed to negotiate new anti-circumvention rules. Tokyo was expected to submit a paper spelling out its ideas, they said.

But a senior Japanese government official told the Financial Times yesterday: "We are not prepared to accept the EC's position on anti-dumping. It is a pre-condition for the discussion on circumvention."

The panel had ruled that measures taken by Brussels to stop Japanese companies circumventing anti-dumping duties by setting up "screw-driver" assembly plants in the EC were illegal. The ruling was widely seen as a victory for Japan in its first complaint to Gatt.

Mr Frans Andriessen, EC Trade Commissioner, complained the panel had given formal and restrictive interpretations of the relevant Gatt articles, and the EC blocked approval of the report in the Gatt council on April 3. The US and Canada sought more time to study the matter.

Japanese diplomats stress they expect the council to adopt the report at its May 16 meeting. The US and Canada are understood to be moving to approval.

Their acceptance would increase pressure on the EC. Brussels has not definitely said it would keep on blocking approval, but EC officials insist the panel report provides no real answer to circumvention.

The Tokyo official said a further premise for new anti-circumvention rules would be that the EC had to accept the application of anti-dumping duties to Japan. It would take time for Japan to submit its ideas. A study of transactions would be needed to determine how to distinguish real circumvention from normal practice.

## A modest US move to free high-tech trade

Louise Kehoe on Washington's phased retreat from the Cold War export regime

US ADMINISTRATION proposals to liberalise the control of exports of high technology products to eastern Europe and the Soviet Union represent a major change in US policy, but the true nature of the revisions and their real impact on high technology trade remain uncertain.

The US Administration has so far failed to provide details of which high technology products it intends to decontrol.

This has raised serious concern among US high technology industry executives. "We are worried about the details in the report," said Mr Richard Iverson, president of the American Electronics Association, "but it appears to be a step in the right direction."

Liberalisation of East/West trade should come in two stages, the US Administration said. Its proposals include immediate decontrol of 30 product categories out of the 120 on the current list of the Co-ordinating Committee for Multilateral Export Controls (CoCom).

Quoting on 13 more products should be substantially reduced.

Adopting a British proposal, the US has suggested that CoCom draws up a new core list of controlled products by

US proposals to overhaul controls on exports of technologically sensitive goods to the eastern bloc had a cautious welcome from European trade officials yesterday. William Dawkins reports from Paris.

"The tone is encouraging. It is good news the US recognises the need for reform, and quickly," a European official of CoCom said. "Let us now see what this means, in practical terms."

At the end of the year which would supersede the current list.

In the interim the items to be initially decontrolled nor the items to be included on the new core list have been identified. Depending upon which items are chosen, the changes could be largely symbolic or truly significant, industry officials said.

The White House did, however, outline its proposals for three major product categories: computers, machine tools and telecommunications.

In the computer category, the US proposes to decontrol sales of most personal computers and some minicomputers. Export licence applications for more capable computers, including some mainframes

The US statement could help bridge the gap with CoCom's European members, which have sought freer technology trade than the US has until recently been ready to accept.

The latest US plans come as western allies prepare for next month's meeting, expected to decide on moves to cut or ban controls on exports of 32-bit microcomputers, high-tolerance machine tools, and some telecommunications gear.

Some members of the computer industry are not very happy with the proposal, said on Wednesday that the US is proposing to redraw the Green Line, adding that all products falling below that level of technical sophistication should now be decontrolled.

At a separate briefing, however, Commerce Department officials acknowledged that there will be some exceptions. These are expected to include semiconductor production equipment and materials.

advanced equipment — in particular digital switching equipment essential to the modernisation of eastern Europe's telephone systems — would not, however, be decontrolled.

"We see it as a start and a hopeful sign but we don't think the proposal goes far enough," said a spokesman for AT&T.

The US supports, with a few modifications, a CoCom proposal calling for significant decontrol of machine tools, the White House said.

US industry groups have been pushing for an extension of the so-called "China Green Line" to eastern Europe. The China Green Line, created by CoCom in 1985, significantly liberalised high tech exports to China to a level far less restrictive than current regulations covering eastern Europe.

State Department officials said on Wednesday that the US is proposing to redraw the Green Line, adding that all products falling below that level of technical sophistication should now be decontrolled.

At a separate briefing, however, Commerce Department officials acknowledged that there will be some exceptions. These are expected to include semiconductor production equipment and materials.

"We will be very disappointed if controls are not lifted to the Green Line," said Ms Victoria Hadfield of Semiconductors Equipment and Materials International, a trade group representing companies in the sector.

Current regulations on exports of semiconductor equipment to China are already five years old and set a level of technology that is now ten years out of date, she pointed out.

"The Green Line was set with an agrarian economy in mind. Eastern Europe is very different. We know that they already have some significant capability in semiconductor production and will be looking for more advanced equipment," she explained.

The US proposals will be presented at a high level CoCom meeting next month. Already talks are underway between the allies, however, and this week's US announcement is widely seen as a negotiating position rather than a final stance.

Computer industry executives remain optimistic that the US will be forced to bend still further on the issue of eastern European export controls to satisfy other members of CoCom.

## Argentina boosts chances of selling jet to US

ARGENTINA has boosted its chances of selling its jet trainer aircraft, the IA-63 Pampa, to the US, by formally signing a co-operation accord with the US aerospace and defence company LTV, based in Dallas, Texas.

Japanese diplomats stress they expect the council to adopt the report at its May 16 meeting. The US and Canada are understood to be moving to approval.

The pact was signed by President Carlos Menem on behalf of the state-run company Fabrica Militar de Aviones (FMA). FMA is directly controlled by the Argentine air force, which in association with Dornier of West Germany, has worked on developing the Pampa since the early 1980s.

FMA-LTV now plans to submit a proposal for a sale of the Pampa, to be called Pampa 2000, which will be ready for US military test flights by 1994.

Since the late 1980s, Argentina has unsuccessfully tried to interest various countries,

including Israel, Spain and Italy, in the Pampa. But it has been most solicitous of the US, where it hopes to place some 900 aircraft, worth some \$50m (\$1.7bn) with the navy and air force. But analysts suggest FMA does not have the capacity to produce the Pampa in large numbers quickly.

The agreement with LTV is crucial in two respects, providing an opening into US defence procurement, and increasing production capacity. The US government has thus implicitly signalled yet another step in the return of Argentina to the camp of trusted nations. Until now, Washington has abstained from judgment on the Pampa.

Argentina restored diplomatic ties with Britain in February. In April, it announced it was shelving a missile project known as Condor II being developed with Iraq and Egypt.

## Iceland tops OECD on telecoms

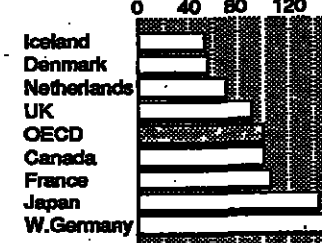
ICELAND and Denmark come out as the cheapest countries for business telecommunication services, according to an OECD working party on telecommunication and information services policies, Hilary Barnes reports from Copenhagen.

Costs in these two countries are about 60 per cent of the OECD average. Next come the Netherlands, Sweden and Belgium, with the UK slightly better than average. The most expensive trio, with costs about 140 per cent of average, are Spain, Japan and West Germany. Japan and Germany rank better measured by purchasing-power parities.

The rankings are made in a composite basket of business telecommunication charges. This includes business telephone charges, packet-switched data communication charges, international call charges, mobile phone charges and charges for leased lines.

## Business communications

Service charges Jan. 1990 calculation based on US\$ exchange rates



Source: OECD Telecom comparison rates

differ widely from other analysts' results. Denmark, with Finland, Australia, Switzerland, Japan, Germany and the UK, come out top when efficiency is measured by waiting time for telephone installation. In all these countries, the waiting time is negligible — less than a month. For the two worst performers, Greece and

Turkey, the waiting time is 70-80 months. Greece is the only country where waiting time has gone up between 1976 and 1987.

For business telephone charges, Iceland, the Netherlands and Denmark are the cheapest, with the UK marginally cheaper than the OECD average, and Italy, Ireland, Germany, Austria and Japan the most expensive.

Iceland, Portugal and Denmark are the cheapest trio for mobile phone charges, with France, Germany and Japan the most expensive. The UK's Vodafone is in the cheapest quartile, but Cellnet is fifth dearest, in the OECD ranking. For leased lines, Luxembourg and Denmark are cheapest, while Switzerland, Japan, Germany and the UK, come out top when efficiency is measured by waiting time for telephone installation.

In all these countries, the waiting time is negligible — less than a month. For the two worst performers, Greece and Spain the most expensive.

## IMF/WORLD BANK

## World Bank proposes fund for environment

By Peter Riddell, US Editor, in Washington

THE World Bank will this weekend seek the approval of its shareholders for a new environmental fund of \$100-\$120m over the next three years to help deal with cross border issues such as deforestation and climate change.

The Bank has been increasing the environmental side of its normal lending, but the new fund would deal with situations where the source of pollution is one country but the damage is felt in another country, such as acid rain caused by power stations.

In addition, the fund would offer concessional loans to middle income countries in Latin America, Asia and eastern Europe. Their incomes are too high to qualify for very low interest rate soft loans from the International Development Agency.

Mr Barber Conable, the World Bank president, said the loans would be targeted on problems such as deforestation and desertification and possibly pollution in eastern Europe.

Preliminary discussions were held recently in Paris, where several industrial countries, notably France, expressed interest. Mr Conable will this weekend seek the backing of the bank's development committee for a pilot project. The impact of the fund will be reviewed after three years.

Mr Conable said the Bank was "heavily into the environmental business now" with lending to integrate environmental values into development projects, but the fund would widen the range of the Bank's environmental involvement.

## Steady growth forecast for industrialised world

By Peter Norman, Economics Correspondent, in Washington

CURRENT economic policies should ensure that the industrialised countries continue to grow over the next few years at around 2.75 to 3 per cent, envisaged for 1990-91, the International Monetary Fund said yesterday.

Although, in its latest half yearly World Economic Outlook, the IMF said that inflation in 1990 "could be the lowest since 1982" but it added that there are no signs that the slowdown will be as severe as in that year, when world output rose by only 0.5 per cent.

Instead, it forecast that world growth will moderate to around 2.25 per cent this year from around 3 per cent in 1989 before recovering to 3 per cent in 1991.

The IMF's projections take no account of the possible consequences of monetary and economic union between the two Germanys, although in an annex to its report, the Fund said that the longer term

impact of union on the world economy should be "unambiguously positive".

It warned that there could be upward pressure on inflation rates in the short to medium term which would increase the burdens of heavily indebted countries. Other countries, however, would benefit from the resulting increased demand in Germany.

The report said that increased investment as a result of unification could cut West Germany's current account surplus considerably. This would be offset by the need for progress in reducing the global current account imbalances, by increased saving in deficit countries.

The IMF said that integration in the European Community and completion of the single market in 1992 should boost investment and output in Europe and could have an important impact on other areas.

It said the prospect of fundamental reforms in the Soviet Union and eastern Europe could improve these countries' economic performances substantially over the medium term although economic activ-

ity and employment would be likely to be weak initially.

Output in eastern Europe and the Soviet Union has declined slightly in 1989 and could fall by 1.5 to 2 per cent this year. However, the IMF backed the idea of rapidly implementing market-oriented reforms — as in Poland — as a more gradual approach.

The report cautioned against exaggerated expectations from the "peace dividend" that should arise from cuts in defence spending. The budget deficits in the US and other countries may not be very large over the medium to long term. Defence cuts could produce falls in the ratio of government debt to gross national product, particularly in the US, Britain and France. But the IMF noted that public discussion in the US has focused on using the peace dividend for increased spending on education, drug enforcement, the environment and infrastructure.

It therefore warned that the US federal deficit could remain substantial in the first half of the 1990s. The IMF's own projections see the deficit falling to \$74bn in 1995 from \$125bn in the 1990 fiscal year.

The IMF said that the position of the heavily indebted developing countries remained "extremely difficult". It expressed disappointment at the slow progress of debt reduction negotiations between creditors and debtor countries under the Brady plan, warning that this could mean a substantial delay in the restoration of growth in some highly indebted nations.

## HIGHLIGHTS OF WORLD ECONOMIC OUTLOOK (Percentage changes, except where noted otherwise)

	US	Japan	W Germany	Britain	France	Italy	Canada
1989							
Real GNP	3.0	4.9	4.0	2.3	3.4	3.2	2.9
CPI	4.8	2.3	2.8	7.9	3.5	6.3	5.0
Current Account (\$bn)	-106.0	67.2	82.6	-94.2	-3.8	-10.9	-16.8
Unemployment rate*	5.3	2.5	7.1	6.5	9.5	12.0	7.5
1990							
Real GNP	1.7	4.4	3.5	1.1	3.1	3.0	1.6
CPI	4.6	2.3	2.9	8.2	3.1	5.9	4.8
Current Account (\$bn)	-113.3	57.4	82.3	-26.7	-3.9	-11.5	-20.2
Unemployment rate*	5.3	2.2	7.0	6.1	9.2	12.0	7.9
1991							
Real GNP	2.3	4.2	2.7	2.2	3.1	2.9	3.1
CPI	4.2	1.3	3.0	7.0	2.8	4.7	5.3
Current Account (\$bn)	-129.9	73.4	88.3	-22.0	-3.1	-11.3	-21.4
Unemployment rate*	5.3	2.2	7.0	6.2	8.9	11.9	8.0

\*% of labour force

Source: IMF World Economic Outlook, May 1990

However, the Fund said that debt reduction was not in itself sufficient to restore growth in debtor nations. They also had to adopt strong, counter-inflationary adjustment programmes. The Fund forecast that growth in the developing countries would stay around last year's 3 per cent level in 1990 before recovering to 4.5 per cent in 1991.

But this "depends critically" on the more effective implementation of stabilisation and adjustment programmes by the debtors.

The Fund's projections incorporate such expectations. For example, the outlook envisages a sharp fall in the annual average consumer price inflation among the "western hemisphere" developing countries of Latin America from 531 per cent in 1989 to 26 per cent in 1991 and a drop in average inflation among European developing countries such as

Poland and Yugoslavia to 19 per cent next year from 170 per cent in 1989.

But the IMF said that the stabilisation of inflation "is neither costless nor easy". In most cases, success has come only with drastic measures after several failures. The two key requirements, it said, are "to establish credibility and to establish a social consensus in favour of stabilisation."

The report also highlighted the Fund's concern about inflation in the industrialised world.

"It is not a coincidence that the reduction of inflation in the industrial countries has been accompanied by an exceptionally long expansion of employment and output," the IMF said. However, it said it was cautiously optimistic that consumer price inflation in the industrial countries would fall to 3.5 per cent in 1991 after rising by more than one per-

centage point to 4.5 per cent last year.

But the IMF said continued monetary restraint would be required and this would mean the persistence of relatively high real interest rates. Lower interest rates would only be achieved if monetary policy was strongly supported by fiscal action aimed at raising national savings, especially in countries with big budget deficits such as the US, Canada, Spain and Italy.

The IMF said the elimination of inflation would bring about a large and lasting improvement in economic performance. It also called on governments to cut industrial and farm subsidies and press ahead with trade liberalisation as part of a strategy for long term growth.

World Economic Outlook, IMF, Washington DC 20431, published later this month.

## G7 process 'achieving balanced growth'

By Peter Riddell

POLICY co-ordination between the Group of Seven industrial countries is working to produce a more balanced pattern of growth, Mr Nicholas Brady, the US Treasury Secretary, argued on the eve of the spring meetings of finance ministers.

There has been criticism from some economists and bankers that the G7 process is no longer working and having an impact on exchange rates.

However, Mr Brady said international co-ordination was very worthwhile. "We're in an era where we're down to making the process work. From 1985 to 1987 we enunciated some policy problems we had to adjust and we're now in the detailed work of trying to make the things happen."

He added that the G7 process is no longer working and having an impact on exchange rates. "We're going to see an increase in domestic demand. That's a plus."

"On the other side of the world, we've been working very hard in day-after-day meetings with Japan to try to produce structural changes in that country that will help them with their adjustment process," he said.

"We're into the less spectacular part of policy co-ordination which is making some of the policy prescriptions actually turn into results in terms of making the adjustments pass through the system."

The US Treasury view is that even though the immediate results of the G7 ministers' meetings, as in Paris a month ago, are not as dramatic as after the Plaza and Louvre accords of the mid-1980s, when there were new elements to announce, the process is still valuable with the focus primarily on domestic economic issues rather than new international actions. "No one would want to walk away from the coordination process," according to one Treasury official.

Mr Brady argued that the US was playing its part by "working hard on the budget deficit which our colleagues in the G7 think is an important adjustment for us to make."



John Major: talks with French on pecking order



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## UK NEWS

## IMF casts doubt over policies for fighting inflation

By Peter Norman in Washington

THE International Monetary Fund yesterday cast doubt over whether Britain's monetary policy is tough enough to defeat inflation.

In its latest half-yearly World Economic Outlook, the IMF noted that growth in demand in Britain is now slowing in response to the Government's high interest rate policy.

It added, however, "The question remains whether monetary policy is sufficiently tight to arrest and then gradually reverse cost-price pressures, particularly in view of the tight conditions prevailing in labour markets."

Like the UK Treasury, the IMF is forecasting that the British economy will grow by around 1 per cent this year. Although the IMF expects UK growth will quicken to 2.2 per cent in 1991, Britain will have the slowest growth of all the Group of Seven economies in both years.

Consumer price inflation in Britain will be the highest of the G7 economies in both 1990 and 1991, according to the IMF projections.

It expects British inflation will average 8.2 per cent this year and 7 per cent next year compared with average levels of 4.2 and 3.6 per cent respec-

tively for the industrial nations as a whole.

In its outlook, the IMF has taken a slightly more optimistic view of British current account trends than in an earlier draft circulated among governments last month.

The British current account deficit is expected to fall to \$22bn next year (£13.4bn) from last year's record \$34.2bn (£20.8bn).

The earlier draft version of the IMF Outlook suggested that Britain would have the highest current account deficit in terms of GDP of all the G7 nations this year.

The Fund has since changed its mind, forecasting a deficit of 3.5 per cent of GDP for Canada this year against the 2.9 per cent projected for Britain.

The IMF approved the Government's plans to run a \$7bn budget surplus this year.

It said Britain needed to restrain the growth of domestic demand and contain the rise in wages and prices to make room for increased exports and enhance the country's international competitiveness.

Wage-price pressures would be exacerbated if Britain relied instead on a devaluation of the pound to strengthen competitiveness, the IMF warned.

## Electricity sale may be scaled down

By Maurice Samuelson

THE GOVERNMENT last night held open the possibility of selling only just over half the electricity industry, despite calls by electricity companies for a 100 per cent flotation.

The Department of Energy said that it retained an open mind on how much of the industry would be sold initially. "It will be anywhere between 51 and 100 per cent," a spokeswoman said.

The disclosure caused surprise in the City of London where a leading broker said that it had been assumed since early last year that 100 per cent of the industry's shares would be put on the market.

The privatisation of electricity would be the biggest in the Government's denationalisation programme. Estimates of its value to the Treasury have fluctuated over the past two years between £10bn and up to £20bn.

It is due to open in November with the flotation of the 12 area distribution companies of England and Wales, followed next February by the sale of National Power and PowerGen, the electricity generators, with the two Scottish boards being floated in mid-1991.

Kleinwort Benson, the Government's merchant bankers, is understood to have been sifting the possibility that the financial markets might be unable initially to absorb the entire offering.

## EC Commissioner seeks to dispell fears over full political and monetary union

By John Mason

SIR Leon Brittan, the vice-president of the European Commission, yesterday sought to allay UK fears about greater political union in Europe and urged the British Government to present its own proposals for the process.

But he said Britain must participate fully in moves towards greater union to ensure a balanced Europe following German re-unification, otherwise it risked becoming a spectator.

Seeking to reassure the fears of Mrs Margaret Thatcher, the Prime Minister, about the possible loss of British national sovereignty, he said the Franco-German proposals advanced at the recent Dublin summit were vague and general with nothing in them to implement.

Speaking to journalists at the British parliament, he said Britain should not be reluctant about making proposals.

Sir Leon said fears about German re-unification would be reduced if a united Germany were fully involved in a balanced EC. It was therefore absolutely essential that Britain should overcome its reservations about political, economic and monetary union.

Other member countries wanted to retain their national identities, but it was natural for the EC to want to strengthen its institutions as Germany was re-united.

Sir Leon suggested that political union would include moves to increase the powers of the European Court, where the principle of subsidiarity, where decision-making was devolved

to national level where appropriate, would continue.

He dismissed calls for the European Commission to have its powers reduced or be abolished altogether to be replaced by majority voting by the Council of Ministers.

If the Commission's powers were reduced and member states given more say in initiating policy then less would happen and the EC would lose credibility abroad. Sir Leon said economic and monetary union would happen regardless of British reservations.

A common European currency would follow the full adoption of a fixed exchange rate system, made more acceptable if individual countries retained their own banknotes, linked to the ECU, he said.

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Brittan: vital UK should drop its reservations

## Labour prepares dual track policy on Europe

By Michael Cassell, Political Correspondent

THE LABOUR PARTY is preparing to declare itself formally against full political union within the European Community but in favour of moves designed to increase the powers of the parliament.

Mr Neil Kinnock, the Labour leader, attacked Mrs Thatcher for her "nationalist posturing", which he said was out of touch with the wishes of the British people.

Labour's strategy, will be unveiled shortly as part of Labour's new campaign document.

Labour believes the parliament should have powers to initiate legislative proposals for consideration by the Commission and the EC Council of Ministers.

In also deciding to back an extension of majority voting in the EC Council of Ministers, Labour is reinforcing its conversion from outright opposi-

tion to EC membership - a central plank of its 1988 election manifesto - to commitment to the Community.

Mr Neil Kinnock told MPs at Westminster this week that his party was seeking to influence events from within the EC, rather than permitting Britain to remain on the edge.

He made it clear that Labour was endorsing political co-operation among EC partners, although the policy docu-

ment emphasises that progress towards units would or should lead to the creation of a European "super-state."

The document states that the EC is not a unitary state. The European parliament should try to complement and not replace the role of national legislatures.

The party will also support the short-term expansion of the Community to include Norway and Austria.

## Design guru Conran quits as head of Storehouse

By Maggie Urry

SIR Terence Conran, design guru and founder of Habitat, the furnishings and furniture store which transformed many British homes in the 1960s and afterwards, is stepping down as head of the Storehouse retailing empire.

Although Sir Terence will remain as a non-executive director of Storehouse, his departure from the chairmanship will be seen outside as the end of his aim to bring design flair to mass-market high street retailing. He said yesterday, "I am proud of the part that I have played, to the benefit of the consumer."

The Conran influence extended through British high streets as Habitat expanded from its original shop opened in 1964, and as takeovers and mergers brought British Home Stores (BHS), Mothercare, Richards, Heal's and other retail chains into the group.

Sir Terence, who was knighted in 1983, had been due to retire in October 1991 when he is 60, but decided to go early. He said yesterday, "It seemed the right moment to make the break." Although sad at the move he said he was far from bitter about stepping down from the group, which has suffered many tribulations in recent years.

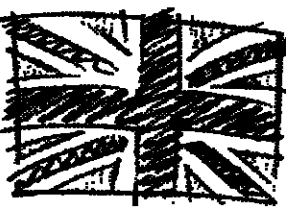
He said it was not the end of Sir Terence Conran only the end of "Sir Terence Conran, chairman of the beleaguered Storehouse group" as he has been described in newspapers. In recent years, a sharp fall in profits and the disappearance of takeover speculation, has knocked the shares. Sir Terence said he would hold on to his 7 per cent stake in the group which makes him its largest private shareholder. His holding once worth over £100m is now valued at under £30m.

His departure had been prompted by Storehouse's decision to sell its design business, which Sir Terence had set up in 1985, and the Conran Shop, both of which "were very much part of me." He is buying the Conran Shop and will remain involved with the Conran Design Group which Storehouse is selling to a French company.

He said that the new management team brought in by Mr Michael Julien, chief executive, in 1988, was now working well. Also BHS, one part of the merger which formed Storehouse in early 1988, was trading well and that "indicates all the things I said at the time of the merger."

Mr Ian Hay Davison, a non-executive director of Storehouse, will take over as chairman. Mr Davison is best known for his work as chief executive of Lloyds, the London insurance market, between 1983 and 1986.

## BRITAIN IN BRIEF



## Prison vote announced by officers

PRISON OFFICERS' leaders yesterday announced that they were to hold a national ballot on industrial action following the riot at Strangeways prison in Manchester.

Mr John Bartell, chairman of the Prison Officers' Association, would not specify what type of industrial action was being considered but indicated that officers would consider stopping accepting inmates.

He accused the Home Office of "criminal irresponsibility" in creating the conditions for another wave of violence by displacing prisoners from Strangeways Prison around the system in such a way that

prison officers believed there would be further "violent eruptions of evil within the system."

Mr Bartell asked if the industrial action could mean officers refusing to take more prisoners into jails said: "Obviously we will be directing our attention down that particular line."

## Banks in row with councils

A group of top UK and foreign banks has become embroiled in another row with the UK local authorities over interest rate swap contracts.

The right of the authorities to use capital markets products to manage interest rate risk has been a subject of lengthy legal action and an appeal to the House of Lords is currently pending.

The banks are demanding that local authorities honour swap contracts worth several hundred millions of pounds which were declared legal by a Court of Appeal in February.

## Comet plans staff TV

Comet, the electrical retailer with over 350 branches throughout the UK, is going

to install its own private television service to link all staff.

Under the scheme recorded broadcasts dealing with corporate matters can be shown to staff, video training material down-loaded overnight and live conferences held enabling staff to question management.

## Road figures

The number of vehicles on British roads rose by 4 per cent last year to 24.2m according to figures released yesterday by the Department of Transport.

The density of car ownership in the UK at 2.7 persons per car (in 1988) is still well below the US at 1.7, West Germany at 2.1, Italy at 2.4 and France at 2.5.

## House prices fall 0.2%

UK HOUSE prices fell by 0.2 per cent during the 12 months to the end of April, the first annual fall for at least seven years, Halifax Building Society said yesterday.

There are however signs that the fall in prices may be bottoming out. The Halifax which started its monthly house price index in 1983 said

that the underlying trend in prices after allowing for seasonal adjustments was upwards.

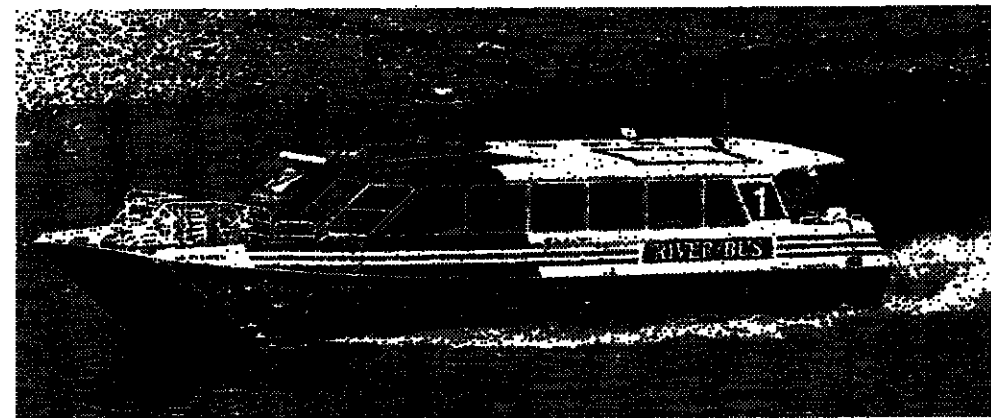
## Facelift for chambers

BRITAIN'S chambers of commerce and industry will today vote on ambitious proposals to strengthen their role in servicing British business, along the lines of their counterparts in Europe, particularly in West Germany.

The target date for completion of a nationally consistent network of business services is the end of 1994. The Department of Trade and Industry is considering the role of Britain's chambers in relation to their continental counterparts, especially in the light of the approaching completion of the European single market.

## British Rail smoking ban

British Rail is to introduce a smoking ban on all inner suburban services operating out of London on the Southern Region. The ban will affect every Southern Region service originating within about 30 miles of the capital.



Stormy waters ahead for the beleaguered London river bus

## River bus tries to stay afloat

London's struggling river bus service suffered a further setback yesterday when Thames Line, the company that launched the operation, announced that it was proposing to go into voluntary liquidation.

Thames Line's other partners in the venture, however, stressed that they would step in to fill the breach and that services would continue unchanged.

The river bus project was launched in 1988 to provide commuters with an alternative to road, rail and underground travel, particularly between the City and Docklands.

Thames Line financed the project by raising £4.6m through the Business Expansion Scheme, but the venture quickly ran into difficulties when passenger flows fell short of expectations and debris damaged the catamarans.

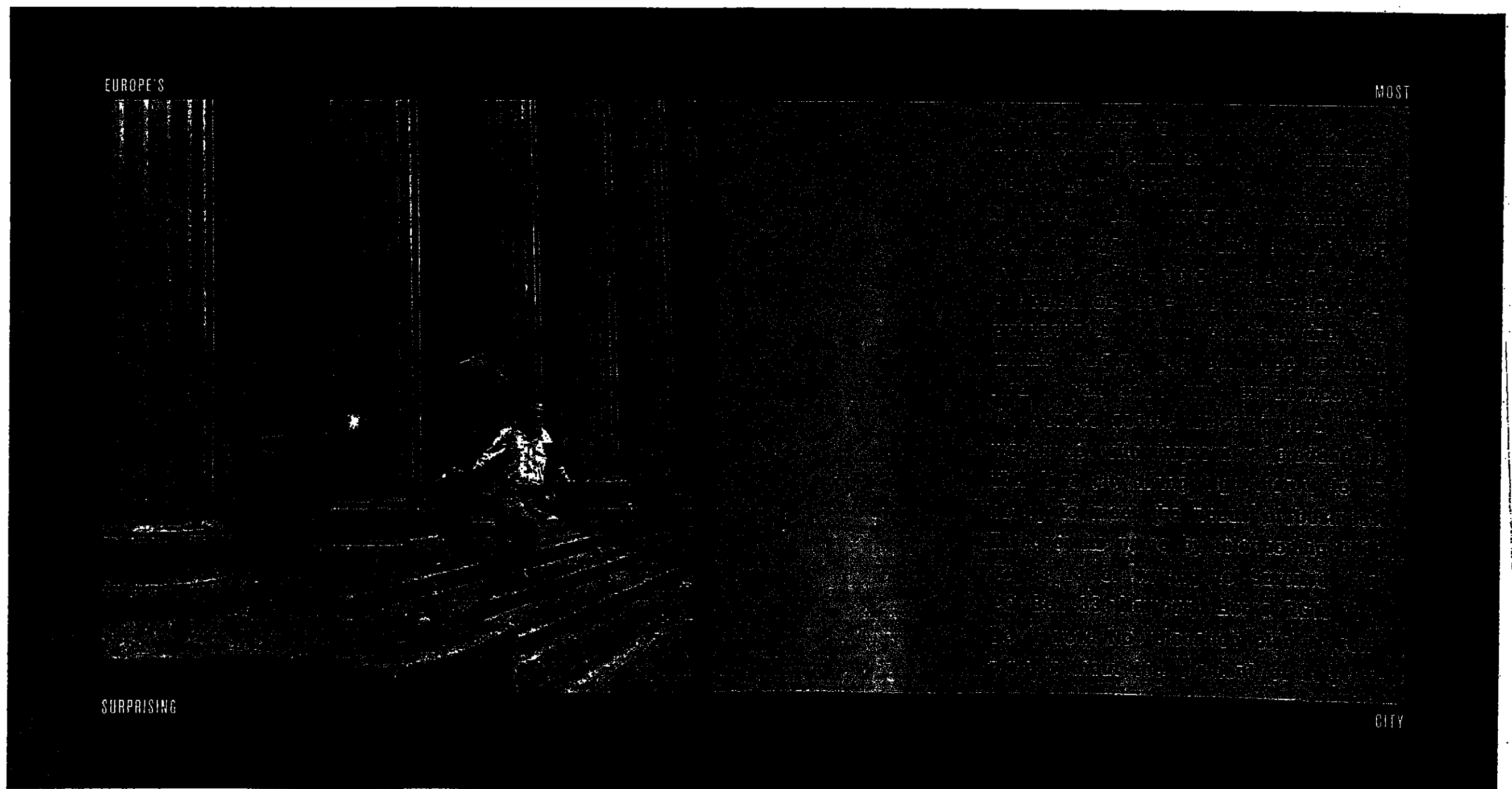
Early last year £2.5m had to be raised to avert the project's collapse. The Government provided £500,000 and the rest came from a consortium of Docklands developers including Olympia & York.

The consortium became the effective owner of the six ves-

sels used on the service and took a majority of seats on the board of the newly-formed Riverbus Partnership.

The loss-making service, however, has soaked up another £3.9m since the partnership was formed, and Thames Line is understood to have insufficient funds to maintain its commitment to the project. The company is understood to have no outstanding liabilities, but the prospect of shareholders' regaining their investment appears slim.

The Riverbus Partnership said Olympia & York and the other partners had undertaken to continue and expand the project and there was no threat of services being disbanded.





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## UK NEWS

## Britain seeks aid to assist clean-up in east Europe

By John Hunt, Environment Correspondent

BRITAIN WILL make a drive to promote technological assistance to help eastern Europe solve its huge problems of environmental pollution when environment ministers from 34 countries meet in Bergen, Norway next week.

Mr David Trippier, UK Environment Minister, said yesterday that an aid package for eastern Europe will be one of the most important items at the conference. The meeting, organised by the UN Economic Commission for Europe, will be the first time that governments from east and west have met to discuss the environment.

Describing environmental destruction in eastern Europe as appalling, Mr Trippier said it demanded a major effort by the western industrialised nations. He intended to have talks with all the newly independent eastern bloc ministers at Bergen.

He would be talking to them about the transfer of environmental technology and the possibility of establishing new institutions to oversee such assistance. Setting up training programmes and exchanging officials would also be discussed.

Mr Trippier disclosed yesterday that the UK will be making its annual statistical report on



Mr David Trippier

the environment more informative. Environmental comparisons with other European countries will be considered. This would be in line with Bergen proposals that countries should make comprehensive annual reports on the state of their environments.

At the conference various targets will be put forward for reducing emissions of carbon dioxide which are the main cause of acid rain. But Mr Patten made it clear that the UK will not want to agree firm targets until the Intergovernmental Panel on Climate Change reports in August.

## ICL unveils its most powerful computer

By Alan Cane

INTERNATIONAL Computers, the information technology arm of telecommunications and electronics supplier STC, yesterday announced the most powerful mainframes it has ever designed and manufactured.

Code named "Essex" while in development, and now known as the Series 39 SX Systems, the machines have a double significance for the UK's only mainframe manufacturer. First, despite ICL's diminished importance as a global computer supplier - it ranks only ninth in Europe according to the latest International Data Corporation market analysis - the SX range is evidence that the UK still has the skills to build machines at the leading edge of computer technology.

Second, it confirms ICL's commitment to its mainframe customers, many of them in government departments or public utilities, for which the SX range represents a growth path to performance levels comparable with those offered by any competing computer manufacturer.

The SX range is a consequence of ICL's long-standing technological collaboration with Fujitsu of Japan. ICL designs the microchips used in its systems but they are made by the Japanese company. Mr Bonfield estimated the cost of developing the SX range at about £200m - roughly the same amount as the company had received in new business for developing systems to administer and collect the community charge in the UK.

Prices for the new systems will range from £3.5m to £5m. ICL said yesterday that it had already taken orders worth £20m for SX systems. The customers were the UK Inland Revenue Department, Yorkshire Electricity and OR Telematique, a French based financial information vendor.

Mr Bonfield confirmed that ICL will shortly launch personal computers and workstations designed and built in collaboration with Taiwan's largest personal computer company, Acer.

## Royal Navy all at sea over lack of supplies

David White finds the UK navy's latest frigates still awaiting some vital equipment

SIX MONTHS after being accepted by the British Royal Navy, its latest frigate is still waiting for four crucial items of equipment. They will not arrive for many more months.

The frigate's sophisticated electronic command and control system is still under development. The helicopter it was designed to carry has not been ordered. Neither its air defence weapons nor the listening sonar that it is meant to tow have been installed.

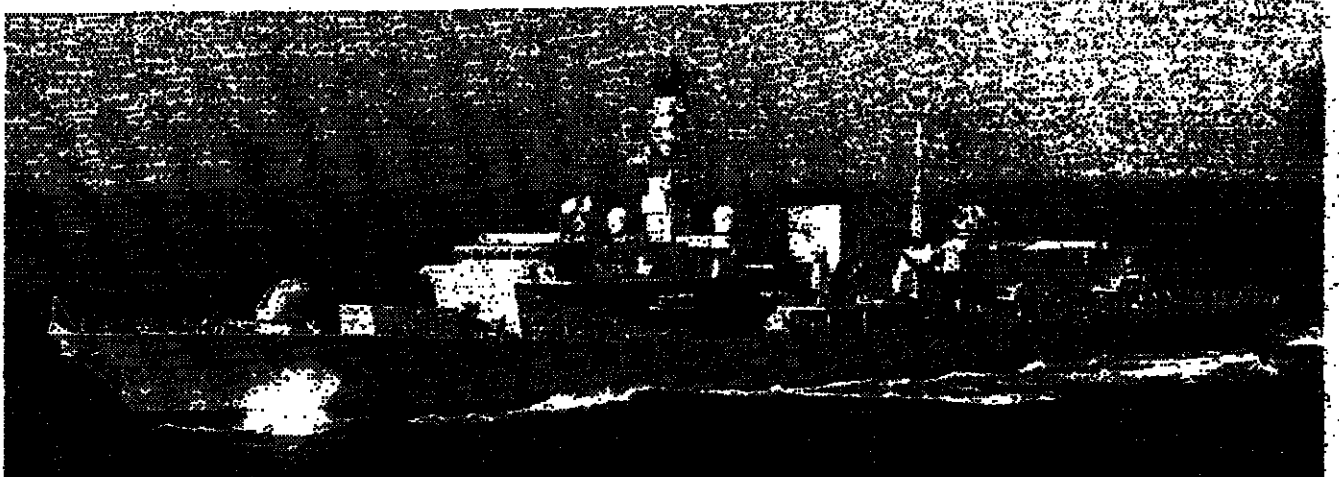
HMS Norfolk, the first of the Type 23 class frigates, cost about £140m (£229.6m) and took four years to build. Nine more of the class are on order.

The Type 23 is highly innovative, with a combined electric and gas-turbine propulsion system unique in the Royal Navy. The hull and superstructure design avoids right-angles to help the ship hide from radar. At 170, the ship's company is 100 fewer than the predecessor Type 22 class.

Interim equipment has been installed in the Norfolk's operations room. Items still awaited are:

● The Westland-Agusta EH101 helicopter. The Ministry of Defence regards this much-delayed £2bn programme as one of its main headaches. It is soon to appoint a prime contractor to take overall responsibility for integrating all the mission systems. Meanwhile, no firm orders for the UK-Italian helicopter have been placed.

Eight EH101s are now flying, but deliveries are not expected before 1995. The flight decks of the Type 23s, made to handle the EH101, are due to receive Lynx helicopters instead in the meantime. But Navy officers say the Lynx has neither the endurance nor the capability required.



A Type 23 frigate: a lack of vital equipment means it would not be able to patrol in the Gulf or near aircraft carriers

Vertical Launch Sea Wolf missiles. Developed by British Aerospace and GEC-Marconi, these will be the Type 23's defence against missiles and aircraft. They replace two systems on the predecessor Type 22. The vertical-launch version, described as a "major advance," with a faster reaction time, is due for trials on the Norfolk this summer. But the ship's 32-missile silo now holds just one dummy canister.

In any case, the weapons could not be fully utilised without the command and control system, because of the risk of confusing friendly and hostile targets. This means that the ship could not serve in a situation like the Gulf, or patrol near an aircraft carrier. It could, however, still perform its prime function looking for submarines. That is, once it obtains its the third of the awaited items.

● Towed-array sonar. This latest version of the Plessey/GEC 2081 sonar, designed to trail about two kilometres behind

the vessel and to listen for submarines, is also due shortly. Officers are less worried about this than the other awaited items, since it involves proven technology.

● The Type 23 also has an active, signal-emitting sonar in the bow, but the towed sonar is integral to the original purpose of the vessel. Concealed in the first place as a "towed-array tug," HMS Norfolk has a giant winch installed in the stern under the flight deck. But at the moment it, too, is empty.

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## Unionists put brake on new talks over Northern Irish devolution

By Ralph Atkins

NORTHERN Ireland's Unionist leaders - the party in favour of retaining links with Britain - yesterday are thought to have put a brake on Government attempts to start talks among the province's politicians about possible devolution arrangements.

A letter sent to Mr Peter Brooke, Northern Ireland secretary, is understood to state that the Government must set out more explicitly how it will meet Unionist pre-conditions before the present round of "talks about talks" can continue.

Mr James Molyneux and the Rev Ian Paisley, leaders of the Official Unionist Party and Democratic Unionist Party respectively, have argued that

the 1985 Anglo-Irish agreement must be suspended before formal talks could start.

Their response yesterday is likely to be interpreted as a set-back for Mr Brooke. Since the beginning of the year he has been arguing that there was enough common ground between Northern Ireland's politicians to make negotiations worthwhile.

Mr Brooke met the Unionist in March for "talks about talks" and earlier this week wrote to Mr Molyneux and Mr Paisley proposing a further meeting. But he has always argued that progress was a "possibility not a probability".

Last night the Northern Ireland Office said the letter had not yet been received and

said it could not comment until it had.

Unionist politicians, at least outwardly, have been anxious to continue talks. But they appear concerned that they should not always be cast as the side that has to make concessions and pushed into talks that are not making progress.

Their preconditions include the suspension both of the regular conferences between Irish and British ministers held under the Anglo-Irish agreement and of the joint secretariat in Maryfield.

In recent weeks Government ministers have been optimistic that further progress could be made and that Unionist's preconditions could be accommodated.

## Overseas banks provide loans for power station

By Maurice Samuelson

LAKELAND POWER, which plans to build a gas-fired power station in the north-west, has become the first private electricity company to secure full backing for its investment.

Money for the project costing £135m is being lent by six banks, led by the Swiss Bank Corporation, and including Credit Lyonnais, National Westminster, Skandinaviska Enskilda Banken, the Industrial Bank of Japan and the Toronto-Dominion Bank.

Banks will also be invited this week to offer terms for financing the £190m gas-fired station at Corby, Northamptonshire.

Bank support at this stage is less important for the large-scale gas-fired power stations planned by National Power

and PowerGen, the two CEGS successor companies, which are expected to finance these investments largely from their balance sheets.

Meanwhile, some banking circles say that before financing new gas-fired power stations, they want assurances that such plants could not be challenged under the terms of a 1976 European Community Directive, which set out the terms under which member Governments should approve the use of natural gas for electricity production.

Britain has been pressing for the Directive to be rescinded on the grounds that it has been rendered obsolete by new technology, but other countries, led by France, have blocked the Directive's repeal.



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earmarked for environmental protection programmes. There is also the development of plants with a greater focus on the employee, removing the traditional assembly line as a method of production.

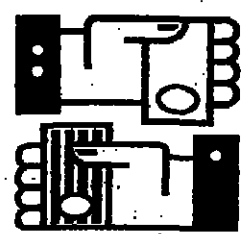
The commitment to people made in 1927 has given Volvo a sound and natural basis for continued development and growth. We find it only natural for Volvo to continue along the same path.

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# FINANCIAL TIMES SURVEY



Employee ownership can be found in anything from co-operative enterprises to

schemes in which workers hold a small proportion of their company's shares. **Richard Waters** takes a look at its history and the chances of employee ownership spreading

## The workers' right to share

KARL MARX and Adam Smith make curious bedfellows. Yet the heirs of these patriarchs of socialism and free-market capitalism have found common ground on at least one issue: that workers should own shares in the companies in which they work.

The result has been a growing interest in employee share ownership. Beginning in the US, where tax incentives were first granted to encourage the development of employee ownership, the bandwagon picked up speed in the UK during the 1980s. It is now rolling steadily across Europe, with countries like France and the Netherlands in the forefront, and companies which operate across the continent beginning to build Europe-wide share schemes for their employees.

Its next stop: Eastern Europe, where the promoters of privatisation are keen to give workers a stake in their country's industry. The sight of pin-striped advisers from the West passing on their experience to the eastern bloc is increasingly common.

Yet this apparent harmony on the issue of employee share ownership hides many different approaches. Allowing workers to own part of the

organisation for which they work is one thing, giving them control quite another. This distinction is likely to emerge as employee-shareholders become more numerous and start to want to flex their muscles.

At the same time, employee ownership may be challenged in the years ahead for other reasons. The spread of shareholdings achieved during the 1980s coincided with a prolonged rise in share prices around the world, during which workers could see immediate benefits from their holdings.

The financial sector has been keen to promote the development, in part by lending to make it possible for companies to buy shares to give to their shareholders. Employee share schemes in the UK, like employee share ownership plans (Esops) and corporate personal equity plans (Peps), are promoted actively by advisers and financiers, who profit from the development of employee ownership.

All that could change if stock markets remain nervous or fall. Existing shareholders would then discover that this particular employee benefit is not always a profitable one, while new ones would be hard



## EMPLOYEE OWNERSHIP

to attract.

The complex relationships of ownership and control thrown up by employee share ownership - and the political motivation behind the developments - have been demonstrated recently by the very different cases of the US and Poland.

In the US, where fiscal incentives were first introduced in the early 1970s (campaigning for tax breaks began as early as the 1950s), there are now reckoned to be 10m employee

shareholders in 10,000 companies which run Esops.

Last year, however, the US employee share ownership movement took a sharp change of direction, prompting the first reduction in tax benefits for Esops. Following the year before, companies discovered that Esops provided a possible defence against takeover, enabling them to build up a blocking stake in friendly hands. Employees are generally thought to be more

friendly to an existing management than to unknown predators, whose plans may cast doubt over their futures.

This concerns non-employee shareholders, who fear they may be left with little say - a concern which is crossing the Atlantic as such schemes look set to become more common in the UK. Esops have also been used to mount leveraged buy-outs, a craze which has lost favour in recent months.

The amount lent to Esops in the US bears out this change in

direction. Last year, lending increased by about four times, to \$24bn. The cost to the taxpayer is substantial. Lending to Esops remains strong, at \$8bn in the first quarter this year, according to consultants Kleiman International. This year, the cost to the taxpayer is likely to reach around \$1.25bn.

Banks, for whom such schemes had become big business, have now lost some of the tax benefit of lending to Esops. Their loans to the

schemes had been partly tax-deductible, a concession that has been removed unless the Esop owns at least half the shares in the company which set it up.

In Poland, meanwhile, concerns about control of companies have come from a very different quarter. As elsewhere in the eastern bloc, the Marxist aim of securing for workers the control of the means of production has been high in people's minds. Poland is now on the brink of a rash of privatisations. Advisers to Poland from the west, however, have urged that workers should be given only a small stake in their newly privatised employers.

One of those to visit the country in recent months, Mr Laurie Brennan of New Bridge Street Consultants, a leading consultancy in the field, summarised the arguments. Employee ownership would go only part of the way towards the creation of a market economy, he says: Capitalism must be spread more widely if it is to take root. Also, keeping shares in the hands of employees would not help the financing of capital intensive industries or enable the country to maximise its return from the sale of state-owned organisations.

While the US and Poland may represent two extremes, the emergence of employee share ownership has proceeded tentatively and relatively uncontroversially in a country like the UK. Tax efficient ways of encouraging employee ownership were first launched in 1978, since when share incentives have become a standard part of many employers' remuneration, particularly that of executives.

The UK Government estimates that 2m workers own shares, although these figures are widely questioned. There have also been conspicuous successes among employee-owned companies, which are few and far between, with NFC (the former National Freight Corporation) usually held up as the shining example of the merits of worker involvement.

However, critics claim the government has not been radical enough in its pursuit of employee ownership. Shares are spread thinly among workers, with few owning a substantial stake. Many who take part in share option schemes sell out when their options mature - a trend which is likely to be accentuated in the near future as savings-related options schemes established from the mid-1980s onwards mature. Also, as interest rates continue to eat deep, more shareholders are likely to sell their holdings to support their incomes.

Falling stock markets could accelerate the exodus, under-

mining the confidence of employees, as well as other individual shareholders, in share ownership. For employees whose companies become bankrupt, the picture could be even worse: their employment and a substantial part of their capital could be wiped out in one go. That could make the claims made for employee share ownership by the advisers who have made money out of its development sound hollow indeed.

The critics have not been silenced by a move which was intended to encourage greater take-up of shares - the creation of Esops.

Esops are intended to provide a mechanism for companies to borrow to buy shares to be distributed among their employees. "Employees will never have a sensible stake in their businesses unless they can borrow to do it," says Mr Malcolm Hurston, executive chairman of the Esop Centre, a lobby group based in London.

First recognised in last year's Finance Act, Esops have not caught on. According to Mr Hurston, as many as 200 companies inspected the statutory Esop idea and backed away. Restrictions on the way such schemes are run, such as the requirement to reward all employees equally, have made them unattractive to companies - particularly when similar arrangements can be set up which do not fall within the statutory definition.

These unofficial schemes could become far more common following a change in last year's Companies Act, which took effect last month. It had been difficult for companies to guarantee a loan to an Esop plan for the benefit of their shareholders without breaching the law forbidding financial assistance for the purchase of their own shares - an obstacle which has now been removed.

Most companies which have opted for partial employee ownership, meanwhile, remain passionately convinced about the merits of the idea. There is no evidence to prove that companies' profits rise as their employees develop a new sense of commitment. Also, it is hard to separate the effect of share ownership from the other incentives used to motivate employees. But that doesn't kill the belief.

Mr Roger Cadman, personnel director of PA, the consulting group whose employees in 20 countries own shares, is typical. Attitudes change when employees own shares, he says. The result is a more commercial outlook: "The whole aggregate of the million little decisions and actions that people take has an effect," he says.

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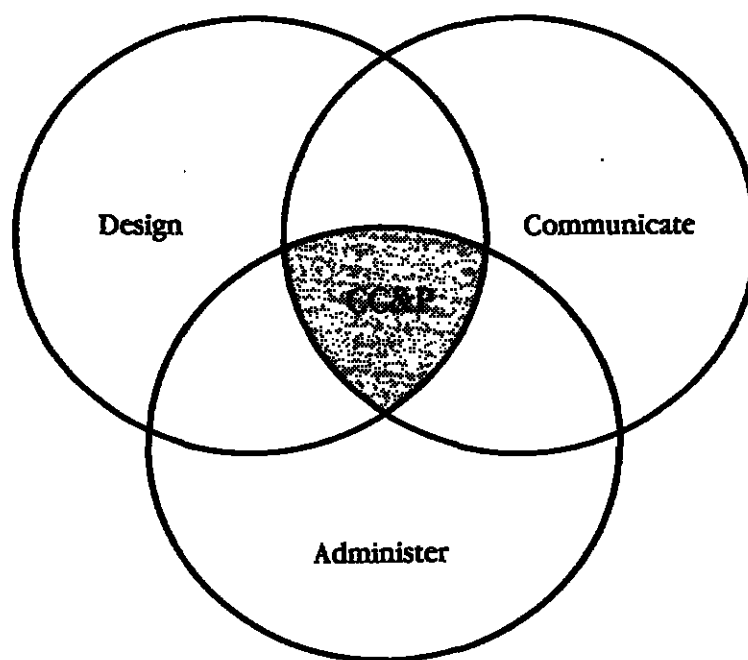
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## EMPLOYEE OWNERSHIP 2

Richard Waters reports on the tricky business of coaxing shares into the hands of staff abroad

## UK up with the leaders in 'export' schemes

FOR any company with international operations, providing efficient ways for employees at home to acquire shares in the company is only a partial answer to widening employee share ownership. Equally important is putting shares into the hands of overseas employees, a complex and time-consuming business which more and more companies are having to confront.

The UK is arguably the world leader in the export of employee share schemes. UK-based multinationals have done more in recent years to extend share plans to their worldwide workforces than those from any other country, including the US. Part of the reason for this is the sophistication of the UK's legislation in this area: its three basic plans (profit sharing, savings-related and executive option) are used as models for group-wide schemes with worldwide reach.

As such schemes become more common, especially at executive level, so the pressure grows on companies which do not already have them, to set up their own schemes or risk falling behind in the benefits race.

BP is typical of companies working on ways of spreading share ownership more widely among its employees around the world. It has operated three schemes for UK employees for several years, with considerable success. These schemes - a savings-related

### If employee share ownership is a good idea, why restrict it to the privileged few?

the group's total staff. In the US alone, the group employs a third as many again as in the UK. If employee share ownership is a good idea, why restrict it to a privileged few? BP is carrying out a review of what sort of interest there would be internationally in a wider share arrangement - encouraged in part by prompting from subsidiaries in countries like Australia and Norway. The research also extends to the type of schemes that could be established in each country, and how shares could be delivered most effectively to employees.

"Each scheme will need to be individually tailored," the company says. "We're finding

as we go along that local cultures and tax positions and other requirements are so different that it will take a lot of tailoring of our existing schemes."

At its annual meeting last month, BP received shareholder approval for extending its existing share arrangements internationally, although no specific schemes have been developed. The resolution put to the meeting, the company says, was modelled on similar moves by companies like British Gas and Johnson Matthey.

One company which has already been through the effort of establishing an international scheme is Wellcome. At its flotation in 1986 the drugs company made share offers to employees in 22 countries (it has since followed up with offers in several others). The effort involved was considerable: according to Mr Neville Machin, in charge of employee relations, any company thinking of going down this road will probably end up spending twice as long as anticipated in devising and launching the scheme.

Much depends on how this is done. Wellcome's approach (prompted in part by the need to have its schemes in place for its flotation) was to set up three off-shore schemes, based on the three UK models. It then sought local approval for its schemes in each country, where necessary adapting them to meet local regulations.

The alternative is to build tailor-made schemes in each country, usually by introducing schemes piecemeal around the world rather than taking the "Big Bang" approach of launching a broad international scheme at one date. This is likely to be more time-consuming and expensive - according to Mr Machin, around £20,000 in a typical European country - but could be better matched to the needs of employees in any particular country.

### Devising and launching a scheme can take twice as long as anticipated

Mr Machin, who has since written a book on the experience - "Share plans for employees abroad" (Stapleford Press) - lists the obstacles likely to arise: securities laws, exchange control regulations, tax rules, labour laws and specific employee share-ownership legislation all intrude, making this a highly complex area.

The technical difficulties highlight an important policy consideration: should companies try to ensure that employees in each country are treated equally - and is this even possible?

Wellcome's own answer was to ignore the after-tax benefits of employees in different countries, and concentrate on get-

ting equality at the pre-tax level. The time available before its flotation, and the sheer complexity, would have made it extremely difficult to ensure the same net return to all employees, the company says.

However, the group works to make sure employees receive the most favourable tax treatment available, tailoring its schemes as legislation changes in particular countries.

It also adjusts earnings of employees in each country to a UK "base" level, so that at the pre-tax level employees in high-pay countries do not benefit more than those in lower-pay ones.

Wellcome's experience illustrates one important aspect of international schemes: extensive communication with workers around the world is essential in ensuring adequate take-up of shares. At the time of the company's flotation, 87 per cent of employees took up shares in the matched scheme while 38 per cent applied for shares in the priority issue. Take-up of the US, at 61 per cent, compared to 39 per cent in the UK and just 10 per cent in the rest of the world (although there was a higher take-up rate in countries like West Germany and Canada).

Apart from different tax regimes, a good track record of capital growth and a substantial dividend each year. Also, many employees believe that a stake in the company will help to keep it independent, he says.

idea takes root, he said.

However, extending share ownership to employees abroad need not be a complex business. CMG, an employee-owned computer services group with 1,600 employees, more than half of them outside the UK, provides little in the way of inducements for employees to buy shares, but 80 per cent of the work force owns shares, and share buying activity is about the same abroad as in the UK.

Tax is not an issue, since

### One of the main deciding factors is the level of understanding among employees

shares are bought and sold at market value, which is fixed on one dealing day (1 July) each year. Dividends are based in sterling, but can be paid in foreign currency if workers prefer. The company ran a profit-sharing share scheme at one stage, but dropped the idea, in part because of the complexity. It still has a share option scheme.

According to Mr Ron White, a CMG director, shares are held widely because the company has a good track record of capital growth and pays a substantial dividend each year. Also, many employees believe that a stake in the company will help to keep it independent, he says.

## STOCK EXCHANGE

## Investors feel threatened

INSTITUTIONAL investors who dominate the London stock market feel nervous about what they see as the potential for abuse of Employee Share Ownership Plans (ESOPs), and the damage this could do to their interests. These investors have managed to live with widening share ownership among workers with few problems so far, at least since they introduced guidelines on the extent to which they were prepared to see companies issue new shares to workers.

The institutions were prompted by two concerns: that their own shareholdings would be watered down by new issues of shares, and that executives were awarding themselves large share bonuses without in all cases earning them. Their guidelines to companies - drawn up by the investment protection committee of the National Association of Pension Funds and Association of British Insurers - reflected these fears.

In general terms, companies are limited to issuing no more than 10 per cent of their shares over a 10-year period to all their employees, and to see that executives must actually earn their shares: options on shares should only be exercisable if the company has achieved a real growth in earnings per share over a three-year period.

The 10 per cent limit can make life difficult for companies - as has been amply demonstrated by British & Commonwealth, the financial services group currently undergoing a major restructuring in the wake of problems at its Atlantic Computers subsidiary. B&C found itself up against the guideline ceiling, yet had executives clamouring for more shares. For a company in an industry which relies so heavily on people, failure to satisfy this need could have been disastrous as executives defected for new positions where employers were able to offer share options. B&C's answer was an ESOP, through which it could finance the acquisition of existing shares (rather than having to issue new ones) and so get around the institutional obstacle.

The ESOP, on the basis of independent investment advice, bought B&C shares for later distribution to executives, believing that the share price was likely to rise. Instead, it plummeted.

The company recently announced its intention to set up a provision for £40m against the money it had lent to the share scheme, reflecting the likely loss on shares - a large potential write-off, although still dwarfed by other provisions against losses at Atlantic Computers.

Although exceptional, the B&C case exposes the problems in which share schemes can help to land a company - although, had the company decided not to pre-fund its

executive share scheme, the losses would not have arisen. The emergence of the statutory all-employee ESOP, meanwhile, concerns institutions for other reasons. There is a widespread fear that, rather than being used to further the cause of employee share ownership, such schemes could be used to concentrate shares in the hands of groups friendly to management.

The Association of British Insurers, for instance, says it supports the widening of share ownership - but that ESOPs may not always have this effect. "To the extent that they make it possible to stockpile shares, mount management buy-outs and entrench the existing management, ESOPs don't lead to wider share ownership," the association says.

The National Association of Pension Funds, representing another powerful grouping of investors, also says it is concerned about the possible creation of "blocking interests" in public companies - that is, stakes large enough to obstruct moves which are backed by "outside" shareholders.

ESOPs enable significant stakes to be acquired on behalf of shareholders. The Finance Bill, in its current form, favours the creation of large employee stakes, at least in private companies. To qualify for rollover relief when selling shares into an ESOP, the proprietor of a private company must pass on at least 10 per cent of the company's shares.

In public companies the same incentive does not exist - although, by their nature, ESOPs have the potential to concentrate shares in the hands of a few shareholders. The Finance Bill, in its current form, favours the creation of large employee stakes, at least in private companies. To qualify for rollover relief when selling shares into an ESOP, the proprietor of a private company must pass on at least 10 per cent of the company's shares.

These shares are not released immediately, but are held in trust, giving trustees significant powers. And, in the words of one observer: "In an ideal world, trustees would be which it could finance the acquisition of existing shares (rather than having to issue new ones) and so get around the institutional obstacle."

The ESOP, on the basis of independent investment advice, bought B&C shares for later distribution to executives, believing that the share price was likely to rise. Instead, it plummeted.

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Although exceptional, the B&C case exposes the problems in which share schemes can help to land a company - although, had the company decided not to pre-fund its

Richard Waters

## The NFC success story

MAKING it easier for employees abroad to acquire shares brings its own problems: how, for instance, do employees deal in shares quoted on a foreign exchange, in a foreign currency?

NFC, the buy-out vehicle led by Sir Peter Thompson (right), which is widely seen as one of the most successful employee-owned businesses, faced up to

the problem this year. It created a market in its shares in the US aimed specifically at its 3,000 shareholder-employees in the country, (although the move has encouraged non-employees as well to buy shares in the company).

NFC's shares are now quoted in American Depository Receipt (ADR) form, alongside those of a growing

number of UK companies. Unlike others, however, NFC's intention was purely to make it possible for employees to buy and sell shares - making it the first to take such a step, the company claims.

Moves like this may be expensive, but are likely to be the best way of reinforcing the value of shares to employees based abroad.



Employee-owners are just like other other shareholders, writes David Waller

## When the economic chips are down

SHARE ownership in the workplace is all very well when the company is doing well, its profits and sales are surging ahead and a stock market listing is imminent. Witness the happy case of the drivers, cleaners and foremen at National Freight Corporation, who now find themselves the owners of shares worth tens of thousands of pounds.

In a difficult economic climate, however, it would not be surprising if employees lost interest in owning shares in the company for which they work. Much of the joy of owning shares comes from watching them climb in value, and the effect may be totally different if

the company concerned is struggling in a climate of depressed consumer demand and high interest rates.

Employees at Magnet, the manufacturer and retailer of kitchen furniture, were poised last summer to take a substantial stake in their company after Mr Tom Duxbury successfully completed a £250m management buyout.

Unfortunately, the company soon suffered from that deadly combination of depressed consumer demand and high interest rates: a refinancing was organised, and Mr Duxbury left the company.

According to Schroders, the merchant bank advisers to the

beleaguered company, it is likely to be some time before the (by now much-reduced) workforce is given the opportunity to participate in an Employee Share Ownership Plan (ESOP).

One company operating in the same troubled sector of the economy is MFI, the self-assembled furniture company which successfully completed a buy-out from ASDA-MFI in the weeks before the October 1987 stock-market crash. At £715m, the deal was four times bigger than any previous buyout in the UK.

At the time of the buyout, managers owned 3.75 per cent of the company's equity. In May 1988, MFI bought shares from its employees, and the previous autumn and lodged them in an employee trust.

The first - and so far the only - offering of the shares to the company's 7,000 employees took place in December, and 3,600 became shareholders.

In its first couple of years as an independent company, MFI did spectacularly well. In July 1988, it announced a 55 per cent rise in profits for its first half-year trading period; by January of the following year, operating profits for the subsequent six months were up by 55 per cent. A flotation was planned for the autumn and the company was expected to attract a market value of some £1bn.

Unfortunately for the company, interest rates began to climb, and house buyers stopped moving or buying furniture. During the course of 1989, sales, cash-flows and profits came under pressure. Eventually, last August, the company announced a £95m refinancing package and said its flotation would be postponed for up to three years. (In the same week, Lowndes Queensway, another furniture retailer bought out by management,

announced a refinancing package of its own).

So what has happened to employee ownership in the meantime, especially in the light of the redundancies which have gone hand-in-hand with the financial restructuring?

Apart from different tax regimes, a good track record of capital growth and a substantial dividend each year. Also, many employees believe that a stake in the company will help to keep it independent, he says.

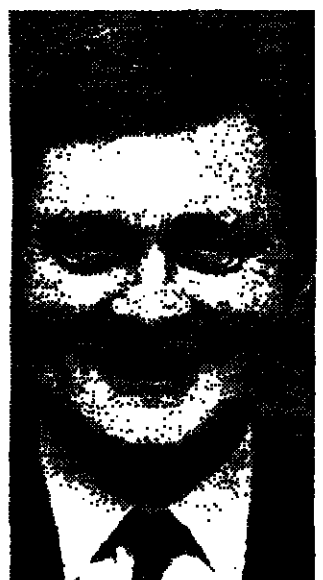
What is required, Mr Randall contends, is an open style of management: "You have to keep everyone informed." To that end, he says, offering shares to the employees is part of the company's general philosophy.

Mr John Randall, group finance director, is adamant that the ESOP has in fact had a motivational effect. In spite of the fact "that the value of the shares has clearly gone down since they were first issued," he says, "the employees were given away in the first place: it is not as though employees are out of pocket. Unlike at National Freight, there is no internal market in the shares and they won't be able to sell them until the company is floated."

If anything, owning the shares has concentrated the minds of the workforce on the problems facing the company during difficult times. "They may see those shares fall in value but that serves to develop their degree of involvement in the company. I think it means they more readily understand the step management has had to take - is still having to take - in order to bring the situation under control."

"I really think share ownership has helped us overcome the difficulties we've had in the last year."

That is borne out by employee support last summer, he claims. "Look," says Mr Ran-



Mr John Randall, group finance director of MFI

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BIRMINGHAM & LONDON



Richard Waters takes a look at tax law's contribution to employee ownership, and at how the business world is responding

## Share schemes to pep up interest

TAX law has given rise to two new forms of share scheme, both of which have added to the jargon of employee ownership: the company personal equity plan (Pep) and the employee share ownership plan (Esop). However, such new devices are generally still talked about more widely than they are used.

Company Peps are an extension of the Peps that have been offered by banks and others to retail share investors for the past three years. Under this arrangement, a company sets up a plan which enables employees (and, if it wishes, its outside shareholders) to hold their shares in a tax-efficient way. Dividends on shares held in the scheme are free of income tax, while gains made from the sale of shares in the plan do not attract capital gains tax.

Such arrangements are likely to be particularly attractive to companies with employee share option schemes which are maturing - although, to date, they have been more common among newly-listed companies. When share options mature, it is common for employees to sell a large proportion of their shares, reducing the benefit of longer-term equity involvement. By setting up a Pep, a company may encourage employees to hold on to at least more of their shares.

Company Peps, run by outside managers like CC&P, which have the market in the creation of such schemes, also attract lower management charges than the high fees which have made other types of Pep unappealing.

However, the use of such plans causes concern in some quarters. Peps were a creation designed to widen share ownership, and to encourage small

investors to hold a range of investments. Individuals can have only one Pep. Restricting this to one company's shares therefore discourages broader share portfolios.

There is nothing to stop such company Peps being used to hold other companies' shares as well, of course, although their use for this purpose may make them less attractive to the "host" company.

The second fashion in the employee share world is the Esop. The creation of last year's Budget, the statutory Esop has so far not been used by a single company (company Peps, on the other hand, have been set up by more than a dozen companies). Other "Esops" do, however, exist: around a dozen companies in the UK have schemes which fall outside the 1989 legislation, but still meet the basic definition, while many more are thought to operate selective schemes for executives.

An Esop is a trust which is "bolted on" to a share distribution scheme, such as one of the three types of share scheme approved by Inland Revenue. The trust acquires shares in the parent company and holds them for later distribution to employees.

It is financed by a loan to the trust, which is usually secured on the shares held by the trust and guaranteed by the parent company. Since last year's Finance Act, the cost of servicing the loan has been tax deductible, provided the scheme meets certain requirements. Under case law the same deduction already existed, but providing a statutory basis for such schemes is intended to enhance their attractiveness. The restrictions surrounding how such schemes are run, however, have prevented them from

being taken up.

This year's Finance Bill also contains an incentive for the creation of Esops, aimed at (but not restricted to) the proprietors of private companies. Until now, it has been more tax efficient to sell a stake in a private company to another business rather than to the company's own workforce.

A sale in exchange for shares in the purchasing company attracts rollover relief, meaning that the capital gain on the sale does not crystallise until the shares of the parent are sold. By contrast, any capital gain on a sale to the com-

pany's own employees has been taxable immediately. This, claim critics, has made it difficult for companies to retain their independence.

The government has heeded the protest. Under this year's Finance Bill, the capital gain on sales of shares into an Esop is not taxable immediately, providing the proceeds of the sale are reinvested in other assets which will fall within the scope of capital gains tax when they are later sold.

The tax position for private companies in the UK is now more attractive than that in the US, the home of the Esop.

In the US, the gain on the sale of shares can only be rolled over if at least 20 per cent of the shares are sold into the Esop. The corresponding figure in the UK is 10 per cent.

Problems with Esops remain. For instance, they cannot be used in connection with savings-related options schemes, due to differences in the legislation governing the two types of schemes. In an Esop, all employees must be treated equally, whereas under a savings scheme, some may not exercise their options to buy shares. This makes the two impossible to match.

## Less of a tax perk

TAX changes two years ago seemed likely to make share benefits less attractive as part of employees' overall pay. The signs are, however, that Inland Revenue-approved share schemes are being set up at as fast a rate as ever, and that the declining tax benefits have had little effect.

In 1988, income and capital gains tax rates were brought into line, with individuals paying CGT at their top rate. For a higher rate taxpayer, that has since meant a tax rate of 40 per cent, compared to the 30 per cent on capital gains and maximum 60 per cent on income the previous year.

At a stroke, this did much to take the allure out of being remunerated through capital gains rather than income. Although some tax benefits persist, for instance, individuals still receive a £5,000 annual CGT exemption, and taxable gains are indexed against inflation.

The main attraction of

Inland Revenue-approved share schemes has been that they were subject to capital gains tax, and not taxed as income from employment (as other employee benefits are). However, to qualify for this concession, companies must follow restrictive rules about how such schemes are run.

Despite the recent tax changes, Revenue-approved share schemes continue to proliferate. For instance, at the end of 1988 there were 4,199 discretionary share option schemes in place, compared to just 2,949 two years ago, an increase of more than 40 per cent. The number of all-employee schemes, by contrast, grew by 20 per cent over the same period.

These figures demonstrate both the extension of share benefit arrangements and the fact that the tax advantages of running a Revenue-approved scheme are still valued, despite the limitations such

schemes impose on the way benefits are shared out.

Increases to the benefits available under approved share schemes have also been widely welcomed. For instance, last year saw enhancements to the 1980 SAYE scheme which enable options to be granted over shares at a 20 per cent discount to market value, rather than 10 per cent. Also, the maximum monthly savings have risen from £100 to £150.

Under these schemes, employees set up a Sharesave account with a building society, Department of National Savings or (following this year's Budget) a bank, under which money is invested over five or seven years. At the end of the period, they receive a bonus equal to 12 monthly payments (in the case of a five-year plan) or 24 monthly payments (seven-year). When the account is set up, employees are granted options over the company's shares - at a discount of up to 20 per cent of the market price - worth the same as the proceeds of the savings schemes.

Mr Brian Friedman, of accountants Stoy Hayward, calculates that the effective return to a basic rate taxpayer taking out a plan is 31.5 per cent a year over the life of the savings contract, even if the company's share price is static. Add a 10 per cent increase in the share price, and the annual return rises to 47.7 per cent, he says.

## The pros and cons of Esops

EMPLOYEE share ownership is not just a management tool for motivating employees. These days it is as likely to be found in the tool kit of finance directors, thanks to the development of the Employee Share Ownership Plan (Esop) as an aid to corporate financing.

It is because of this that the City has adopted Esops in a big way. Like other types of statutory share schemes, Esops provide work for accountants and lawyers. Unlike other schemes, however, the Esop also introduces a lending opportunity for banks, which provide the loan to enable an Esop trust to buy shares for later distribution to employees.

It is therefore no surprise that the Esop Centre, the lobby group which has campaigned effectively for changes to the tax code to make Esops more attractive in the UK, is funded from the City.

The Esop, says its sup-

Like other statutory share schemes, Esops provide work for accountants and lawyers

porters, is a useful corporate finance tool, and can be used to enhance a company's earnings per share. This is because, with a rising share price, the cost of servicing the loan to the trust is less significant than the growth in the company's share price over the period of the share ownership plan.

It therefore pays to meet future liabilities under share schemes by borrowing to buy the shares now and holding them until distribution, rather than waiting until the liabilities arise.

There are other advantages to meeting liabilities under share schemes out of existing shares purchased on the market, rather than newly-issued ones. Companies do not have to pay out higher

dividends - an advantage for those which already have unrelieved advance corporation tax (that is, the tax deducted from dividends already exceeds their UK mainstream corporation tax bill, leaving them with a higher tax charge than would otherwise arise).

The City's case appears to be supported by recent research from lawyers Clifford Chance. Based on the experience of Sainsbury and ICI over the past 10 years (but undertaken without the assistance of the companies concerned, and therefore possibly subject to error), this concludes that both companies would have benefited from setting up an Esop 10 years ago - had such arrangements been around at the time, which of course they were not.

If it had not issued shares to employees over the last ten years, for instance, ICI's earnings per share would have been five per cent higher than at present.

In Sainsbury's case, earnings per share would be 10 per cent up. These numbers sound convincing. However, they come in the wake of one of the longest bull markets ever. A flatter or falling stock market, and higher funding costs for the Esop during a period of higher interest rates, would turn the figure right around, leading possibly to an overall loss.

For this reason, the emergence of the statutory Esop in the UK appears particularly badly timed. Heavy gearing is mistrusted, and seen as a creation of the imprudent 1980s (fed particularly from the United States).

As corporate earnings come under greater pressure as high interest rates continue to bite, and balance sheets begin to show the strain, it will be to equity rather than to debt that finance directors look in order to bolster their finances.

This case should not be overstated: a 250m Esop, for instance, would hardly undermine the finances of a multinational company. The corporate finance case for

Esops, however, is nevertheless weaker now than it would have been, say, three years ago.

Two other things are likely to make the Esop route less attractive than it might have been.

Firstly, although promising

Much depends on whether the company in question is prepared to take a long-term view

long-term growth in earnings per share (EPS), there is an immediate reduction in the year or two after an Esop is set up. This comes from the funding cost borne by the company in the days before the benefits begin to feed through. How many companies, it could be asked, would be prepared to take an immediate drop in EPS in return for the promise of higher returns in future, particularly when these are not assured?

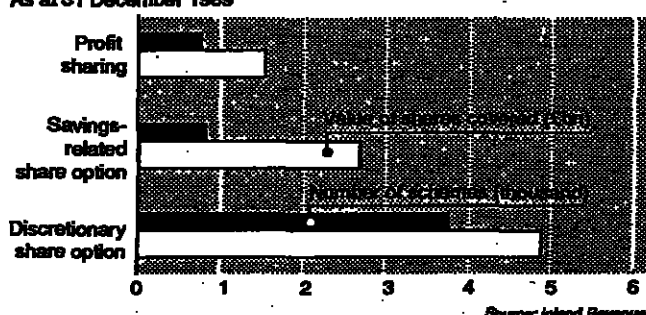
According to Mr Geoff Knox of Chemical Bank, which has financed one of the few all-employee Esops in the UK at MFI, much depends on whether the company in question is prepared to take a long-term view. Managements which believe their share prices will perform well in the years ahead, or who think they are undervalued by the market at the moment, will be prepared to take the plunge, he says.

The second thing likely to stunt the growth of Esops is the experience of British & Commonwealth, a company with its own executive share scheme. Its advisers had believed B&C shares would rise in the years ahead, but the collapse in the company's share price has forced it to set aside £45m against money it invested in shares for its executives.

That, for any firm considering its own plan, will provide a salutary warning of what happens when share prices go down rather than up.

### Take up of Inland Revenue-approved share schemes

As at 31 December 1988



### TAKE-UP OF SHARES IN ALL-EMPLOYEE SHARE SCHEMES

	Value of shares in year (£m)	Present value (£m)
1980	50	230
1981	85	323
1982	215	405
1983	249	570
1984	254	502
1985	730	1,146
1986	580	748
1987	740	932
1988	1,020	1,222
1989	1,320	1,320
TOTAL	5,232	7,488

Source: The Share Centre/Corporate Communication Strategy

## Executives get the big slice

THE extent of employee ownership in the UK is difficult to establish with any degree of certainty. However, the following conclusions can be drawn from what information does exist:

● There are considerably

Considerably more schemes exist for senior staff members than for employees in general

more share schemes in existence for senior executives than for employees in general.

The bar chart (above left) illustrates this clearly: by April last year (the last date for which full figures are available) Inland Revenue had approved around 800 profit-related share schemes and 800 SAYE schemes, both of which are all-employee plans. By comparison, there were 3,795

discretionary share option schemes, under which share benefits tend to be limited to senior employees and directors.

The value of shares issued or subject to an option through discretionary schemes reached £5.9bn by last April - almost as much as all-employee profit sharing schemes (£1.47bn) and SAYE schemes (£3.6bn) put together.

● The number of employees who hold shares in their companies is difficult to assess, but appears to be something approaching 2m.

Inland Revenue estimates that 2m employees have benefited from employee share schemes, although many of these may have subsequently sold their shares. The estimate ties in with other research into the spread of share ownership in the UK.

For instance, a Confederation of British Industry survey published earlier this year indicated that a fifth of people who bought shares did so as part of

an employee ownership arrangement, and the most recent estimate for the number of shareholders in the UK is in excess of 11m.

Other findings suggest the number of employee-shareholders is smaller. Around 3 per

Fewer than 10 per cent of workers who could benefit in the UK are thought to be included in Esops

cent of adults hold employee shares, according to the CBI. With 40m adults in the country, that suggests 1.2m employee-shareholders in all.

● It is equally difficult to assess what proportion of workers who could potentially benefit from share schemes in the UK are currently included in such arrangements, but the figure is generally put at below 10 per cent.

Around half of the country's 40m adults work. Many, however, are in the public sector and so have no chance to acquire shares in their employer company.

The same is true of people who work for partnerships, or are self-employed. ● Had employees who received shares under all-employee schemes retained their holdings, they would have been worth more than £7bn by the end of last year.

This is shown in the table (above right), where the original value of shares issued under approved share schemes has been adjusted to take account of changes in the FTSE 100 share index during the 1980s.

● A considerable proportion of companies that use share schemes have more than one type in operation.

The about 5,500 approved schemes in place are estimated to be run by around 4,000 companies.

## We've put our employees on the road to share ownership

At RoadChef we pride ourselves on the high standards we maintain at our service areas on the motorway and trunk road network.

We are a caring organisation, concerned with the well being of our customers and our staff. So we work hard to provide a high level of job satisfaction for our employees.

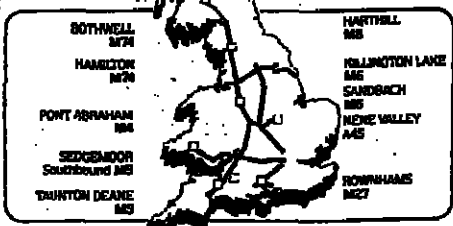
That's why we created an Employee Share Ownership Plan at the start of 1987, which now holds 27.5% of the company's issued share capital.

RoadChef was the first company in the UK to introduce an ESOP for the benefit of all its employees.

All RoadChef staff with three years service are able to share in our success.

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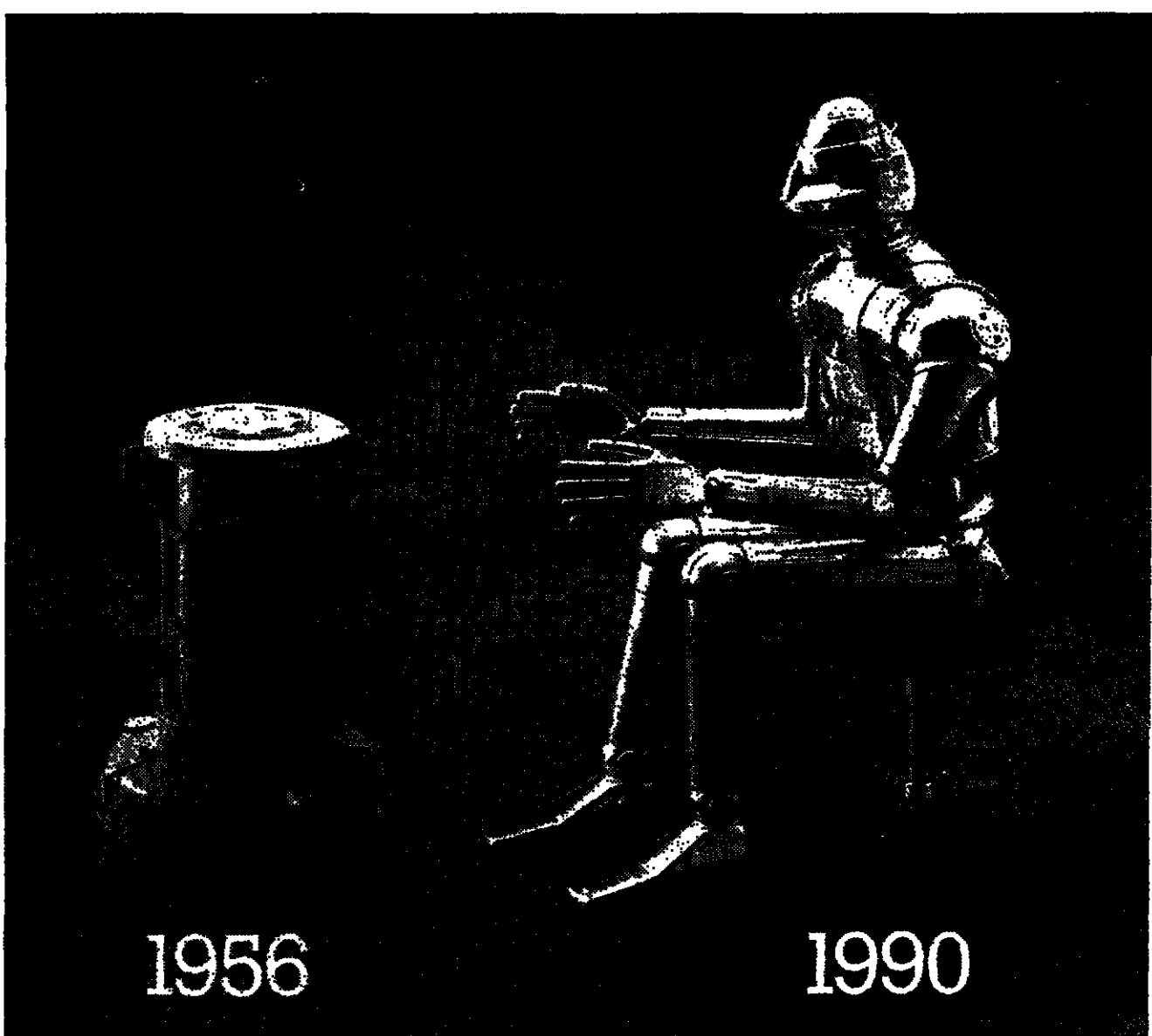
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# ARTS



## OPERA AND BALLET

### London

**Royal Opera, Covent Garden.** Michael Hampel's staging of *La Cenerentola* (borrowed from the Salzburg Festival) is not well served by its London incarnation - above all as a vehicle for the ill-cast Agnes Baltsa. With Dean van der Walt, Claudio Desderi and Françoise Le Roux, and conducted by Carlo Rizzi, English National Opera, Coliseum. The return of *The Marriage of Figaro*, in Jonathan Miller's much-revived production, brings back Valerie Masterson, Lesley Garrett and Ethna Robinson as KNO Mozartians, and introduces Steven Pegg's Count and Gregory Yurishch's Figaro; the conductor is Michael Lloyd.

### Paris

**Bastille Opera.** The newly inaugurated controversial opera house presents Janacek's mystical *Kaťa Kobranova* in which sensuous love is followed by remorse and guilt and a final

tragedy (4001616). Paris Opera. Susan Lake in Nureyev's choreography after Petipa and Ivanov with the Paris Opera Orchestra conducted by David Coleman and Michel Quereau (47426371).

### Antwerp

**Koninklijke Opera.** The Royal Flanders Opera in Verdi's *Don Carlo* conducted by Ingo Metzmacher staged by Gilbert Defo, sets by Elio Frigorio. Liège Opera, Théâtre Royal. Royal Wallonia Opera in Smetana's *La Fiancée vendue* staged by Antoine Vanderweyden and conducted by André François.

### Milan

**Teatro alla Scala.** Riccardo Muti conducting Liliana Cavani's traditional and highly successful production of *La Traviata*. Two young and unknown singers, Roberto Alagna and Tiziana Fabbrini give a touching and totally convincing rendering of the lead roles. Also a *Midsommer Night's Dream* danced by the Scala Ballet company with Robert de Warren's choreography and sets and costumes by Nadine Baylis (80.91.26).

### Florence

**Teatro Comunale.** Maggio Musicale opens with an attractive production by Pier Luigi Pizzi of Rimsky-Korsakov's *Legend of the Invisible City of Kitezh* sung in Russian, with Italian surtitles. Myung-whun Chung conducts an excellent cast led by Katerina Ikononova (2779236).

## THEATRE

### London

**Anything Goes (Prince Edward).** Cole Porter's ally ocean-going 1930s musical has four or five marvellous songs and Elaine Paige failing to emulate Ethel Merman. Jerry Zek's desperately bright production comes from the Lincoln Center in New York and is undemanding fare (734 8881, cc 836 2429). **Jeffrey Bernard is Unwell (Apollo).** Tom Conti is the alcoholic journalist who embodies a Faustian, nay-saying life force while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (437 2883).

### Stuttgart

**Makal City Theatre.** Marienstr. 12. Peter Makal, director of the Stuttgart-based International Festival of Mime, now in its eighth year, has put together a truly world-class programme. Founder of the Makal Theatre, he will present a dozen specialist groups and artists from eight countries, including the Soviet Union, East Germany and Hungary as well as Chile, Australia, France and the US. Ends June

### New York

**Cat on a Hot Tin Roof (Eugene O'Neill).** Kathleen Turner, whose statuesque good looks embody Tennessee Williams' vibrant character Maggie, is surrounded by an excellent supporting cast in Howard Davies' production. **Grapes of Wrath (Cort).** The Steppenwolf company's interpretation of the Steinbeck epic novel has taken a long time to reach New York from Chicago; the wait was worth it, with the 1930s brought alive in its squalour as well as its test of human strength. Gary Sinise as Tom Joad stands out in Frank Galati's adaptation. **Heldi Chronicles (Plymouth).** Wendy Wasserstein's award-winning drama covering 30 years in the life of a successful American baby boomer goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emotional flavour of the period (239 6200). **Casper (88 James).** This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new hell in the German tradition, Tynes Daly, as the bossy, treacherous and tuneful Rose, who shamelessly

### Bologna

**Teatro Comunale.** The Munich Bayerische Staatsoper's production of Richard Strauss's *Intermezzo*, sung in German, with Italian surtitles. The cast includes Pamela Coburn, Adolf Dalla Pozza and Alan Tulus, conducted by Gustav Kuhn (329989).

### Venice

**Teatro la Fenice.** Claude d'Anna's production of Verdi's *Ernani* conducted by Donato Renzetti with Giovanna Casella and Renato Bruson (5210161).

### Madrid

**Teatro Lírico Nacional in Zarzuela.** This week's programme includes Tchaikovsky's *Phaetons* *Danza* conducted by Miguel Angel Gomez Martinez. It is a production of the English National Opera and has a cast led by Yuri Marusin, Elena Obraztsova and Natalia Troitskaya. Ends May 16 (429 82 25).

### Berlin

**Opera.** Die lustigen Weiber von Windsor is a well done repertoire performance. Hans Werner Henze's music drama *Deserteurs* *Merry* specially composed for Berlin is jointly mounted with La Scala, Milan, and will have its world premiere this week produced by Günter Friedrich.

### Hamburg

**Opera.** *Zar und Zimmermann* has fine interpretations by Jürgen Frier, Gerdie Rosenmuth and Peter Galliard. *Arabella* stars

leads her daughter into burlesque while rejecting a personal life for herself (246 0102). **Grand Hotel (Martin Beck).** Tommy Tune, Broadway's present musical director, directs this remake of the Garbo film to at least shake the bones of this inert depiction of lives crisscrossing in an elegant, but somewhat random setting (246 0102). **Sweeney Todd (Circle in the Square).** An intimate production of the Sondheim-Wheeler musical in contrast with the elaborate original a decade ago emphasises the descent into madness of Bob Gunton as the demon barber of Fleet Street (239 6200). **Cats (Winter Garden).** Still a sell-out. Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually startling and choreographically felicitous (239 6202). **Les Misérables (Broadway).** The magnificent spectacle of Victor Hugo's musical sweep of history and politics brings to Broadway lessons in pageantry and drama (239 6200). **Phantom of the Opera (Majestic).** Stuffed with Maria Björnson's gilded sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this mega-transfer from London (239 6200).

### Chicago

**Uncle Vanya (Goodman).** Michael Maggio directs John Mahoney in David Mamet's new adaptation of the Chekhov classic. Ends May 26 (443 3800). **Steel Magnolias (Royal George).** Ann Francis and Marcia Rodd play the leads in this view of southern life from under the dryers in a busy hairdressing establishment (988 9000). **Fraternity (Pegasus Players).** Jeff Steadon's political drama focuses on the civil rights movement of the 1960s and 70s to explore issues of principle and compromise. Ends June 3 (271 2636). **A Chorus of Disapproval and The Beggar's Opera (Court).** With clever scheduling, Alan Ayckbourn's comedy about putting on *The Beggar's Opera* appears in repertoire with the work itself. Ends May 27 (783 4478). **Elliot Loves (Goodman Studio).** Director Mike Nichols teams up again with writer Jules Feiffer to explore middle-aged love with the spongy hero, who makes the mistake of introducing his

**Washington** Serafina (Kennedy Center Opera

Olive Fredricks, Lucia Popp, Helen Kwon, Dieter Weiler and is expertly conducted by Heinrich Hollreiser, Harry Kupfer's successful *Tannhäuser* production is well sung by Guenter Neumann in the title role. Andreas Schmidt, Kurt Moll, Heinz Kruse, Stefania Toczyńska and Ann Fuser. Further performances of *Faust's Verdammt*, sung in French with Delores Ziegler, Keith Lewis, Jean-Philippe Lafont and Harald Stamm. A Marilyn Horne Lied recital rounds off the week.

### Cologne

**Opera.** *Die Walküre*, part of the new Ring cycle in a co-production with the Düsseldorf Opera, produced by Kurt Horne is sung by Wolfgang Schmidt, Robert Hale, Matthias Hoell, Nadine Secunde, Hans-Joachim Fahlberg, Deborah Polaski and Claudia Rueschberg. Also in repertoire: *Die verkaufte Braut* and two ballets *Ciselle/Lulu*.

### Bonn

**Opera.** Jean Claude Riber's *Des Rhetoriciens*, part of the new cycle, was well received when it opened last week with Siegfried Nimsgern, Urban Mailberg, Christel Bladin, Hanna Schwarz, Manfred Schenk and Graham Clark. *Madame Butterfly* returns in Marco Arturo Marelli's wonderful production. Further offered: *Yuri Vamov's* ballet *Coppelia*.

### Frankfurt

**Opera.** *Otello* stars Rene Kollo in the title role, Frederick Burckhardt, Allan Glassman, Helena Döse and Manfred Schenk. *Rusalka* has a strong cast led by

new love to his old friends. Ends May 12 (443 3800).

### Tokyo

**Kabuki.** Kabuki-za (641 3131). Performances this month feature two leading onnagata (specialists in female roles), as well as a traditional name-taking ceremony. The highlight of the 4.30pm show is a dramatic scene from *Misoboku* *Sadoko* (*The Disputed Succession*), one of the classic "loyalty plays" of the Japanese theatre. Earlier, at 11am, Living National Treasure Uemon VI plays his greatest role, as a mother driven to distraction by the death of her son, in *Sandogawa* (*Sandogawa River*) - before a European tour and possibly for the last time in Japan. Excellent earphone guide in English and English-language programme. Ends May 27. **King Lear.** Japanese avant garde director, Tadashi Suzuki, working with American actors, has produced a radical reworking of Shakespeare's tragedy. (On English). Sogetsu Hall, near Omotesando, (Thurs) (408 1126). **Peer Gynt (Lapin).** Japan's most famous director, Yukio Ninagawa, best known for his samurai Macbeth and non-Tempter, tackles Ibsen's "unstageable" masterpiece. Aoyama Theatre (201 7777).

Eva Randova, Manfred Schenk and Elaine Coelho. Schoenberg's rarely played *Moses und Aron* produced by Herbert Wernicke was very successful, when it opened last week with Gerhard Faustich (Moses) and William Cochran (Aron).

### Munich

**Bayerische Staatsoper.** *Der Freischütz* features Gabriele Maria Ronge and Walter Raffeiner. *Turandot* is sung by Ghena Dimitrova and Lando Bartolini. *Der Barbier von Bagdad* has a first-rate cast led by Lucia Popp, Cornelia Wulker, Kurt Moll and Claes H. Ahnjes. *Le Nozze di Figaro* stars Lucia Popp, Delores Ziegler, Barbara Bonney and Bernd Weikl.

### New York

**American Ballet Theatre.** The 50th anniversary season includes in its first week Mikhail Baryshnikov's *Ciselle*, along with the revival of Sir Kenneth Macmillan's *Birthdays* *Offerings*, originally commissioned for the 35th anniversary. Ends June 30. **Opera House at Lincoln Center (862 9000).** New York City Ballet. With a repertoire still heavily steeped in Balanchine, the company features a festival of Jerome Robbins' ballets in the middle of a season that lasts till July 1. **New York State Opera House, Lincoln Center (970 6970).** Paul Taylor Dance Company. A month of mixed repertoire from this classic and popular modern company. Ends May 12. City Center (246 0102).

new love to his old friends. Ends May 12 (443 3800).

### Brussels

**Musée d'Art Moderne.** Retrospective of the Belgian abstract/expressionist artist Joseph van der Aenderlecht (1916-1981). Closed Monday, ends May 18. **Hotel Communal de Schaerbeek.** Place Collignon 28. Retrospective of the Belgian abstract/expressionist artist Joseph van der Aenderlecht (1916-1981). Closed Monday, ends May 18. **Hotel Communal de Schaerbeek.** Place Collignon 28. Retrospective of the Belgian abstract/expressionist artist Joseph van der Aenderlecht (1916-1981). Closed Monday, ends May 18. **Hotel Communal de Schaerbeek.** Place Collignon 28. Retrospective of the Belgian abstract/expressionist artist Joseph van der Aenderlecht (1916-1981). Closed Monday, ends May 18.

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## EXHIBITIONS

### London

**The Tate Gallery.** The entire permanent collection has been rehanged so that the visitor may now take a natural circuit through the newly restored galleries, from 18th century British painting through to the most recent of modern international art. It is a curatorial triumph.

### Paris

**Grand Palais.** Soliman Le Magnifique. A treasure trove of goldsmith's work, miniatures, ceramics and textiles recalls the splendour of the reign of Soliman the shadow of god on earth", whose Ottoman Empire stretched in the 16th century from the Caucasus to the gates of Vienna and from Algeria to the Persian Gulf. Over 1000 objects, including a portrait of Soliman, Arabesque wind and unwieldy manuscripts, and a 10-year stint by Vatican restorers on the ceiling of the Sistine Chapel and the beginning of an estimated further four years' work on The Last Judgment. Ends July 10. **Palazzo Venezia.** Art for Popes and Princes of the 17th and 18th centuries. Over 70 large and important canvases from the country seats of Popes, Cardinals and the Roman aristocracy (Chigi, Barberini, Colonna, Pamphili, etc.) in the area stretching south of Rome, once known as the Campagna Romana. Ends July 10. **Petit Palais.** James Ensor 1860-1949. A retrospective of 100 paintings, 120 drawings and etchings brings to mind Ensor's provocative boast of "I am mad, I am stupid, I am nasty". Born in the land of Jerome Bosch and brought up in Ostend in a shop of seaside souvenirs full of carnival paraphernalia, he populates his nightmarish universe with skeletons and grinning masks. Jarring mockery and garish colours add to the feeling of anguish and aggressive ranting. Closed Mon, ends July 22 (4295410). **Musée Carnavalet.** Antique bronzes. Some 400 statuettes bring up to the 8th century. They are grouped in glass cases around a divinity surrounded by objects of the appropriate cult. Closed Mon, ends July 1 (4272113). **Grand Palais.** Pre-Columbian art in Mexico (1600BC - AD1500). Some 130 exhibits from Mexico's archaeological museums bear witness to the high degree of artistic development of the ancient civilisations of the Mayas and Aztecs. A deep religious sense imbues their imaginary world peopled with divinities often represented as jaguars and serpents. Closed Tues, ends July 30 (4295410).

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### Ghent

**Museum voor Schone Kunsten.** Flemish Expressionism in a European Context (1900-1930) with works by De Smet, Ensé, Fernex, Van den Bergh and Zedkine. Closed Monday, ends June 10.

### Venice

**Palazzo Grassi.** Andy Warhol Retrospective. 250 works from the major exhibition organised by Kynaston McShine for the MOMA in New York last spring, to which have been added about a dozen from private Italian collections. The show has since toured Chicago, London and Cologne, to end its tour at the Beaubourg in Paris this summer. Until May 27.

### Rome

**Braccio di Carlo Magno in Piazza San Pietro.** Michelangelo and the Sistine Chapel. This exhibition marks the end of a 10-year stint by Vatican restorers on the ceiling of the Sistine Chapel and the beginning of an estimated further four years' work on The Last Judgment. Ends July 10. **Palazzo Venezia.** Art for Popes and Princes of the 17th and 18th centuries. Over 70 large and important canvases from the country seats of Popes, Cardinals and the Roman aristocracy (Chigi, Barberini, Colonna, Pamphili, etc.) in the area stretching south of Rome, once known as the Campagna Romana. Ends July 10. **Petit Palais.** James Ensor 1860-1949. A retrospective of 100 paintings, 120 drawings and etchings brings to mind Ensor's provocative boast of "I am mad, I am stupid, I am nasty". Born in the land of Jerome Bosch and brought up in Ostend in a shop of seaside souvenirs full of carnival paraphernalia, he populates his nightmarish universe with skeletons and grinning masks. Jarring mockery and garish colours add to the feeling of anguish and aggressive ranting. Closed Mon, ends July 22 (4295410). **Musée Carnavalet.** Antique bronzes. Some 400 statuettes bring up to the 8th century. They are grouped in glass cases around a divinity surrounded by objects of the appropriate cult. Closed Mon, ends July 1 (4272113). **Grand Palais.** Pre-Columbian art in Mexico (1600BC - AD1500). Some 130 exhibits from Mexico's archaeological museums bear witness to the high degree of artistic development of the ancient civilisations of the Mayas and Aztecs. A deep religious sense imbues their imaginary world peopled with divinities often represented as jaguars and serpents. Closed Tues, ends July 30 (4295410).

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## ARTS

## Golden Horde from the Hermitage

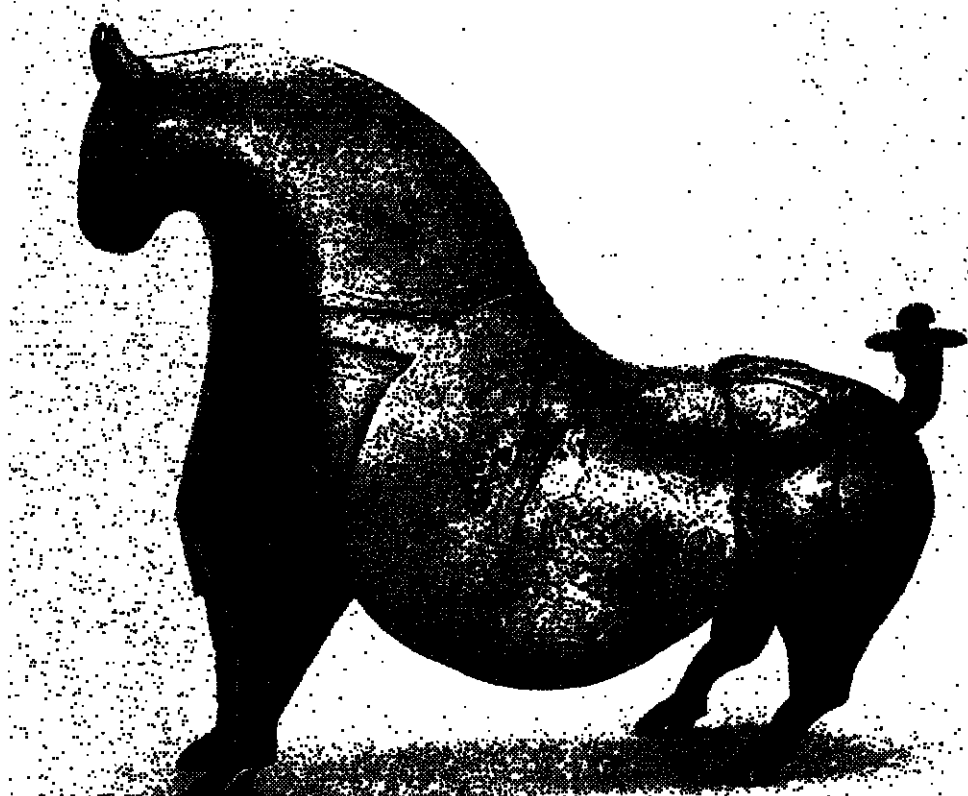
Patricia Morison visits the Islamic Antiquities museum, Kuwait

On Wednesday a remarkable loan exhibition from the Hermitage, Leningrad, opens at the Museum of Islamic Antiquities in Kuwait. For the month of May, the museum, properly known as the Dar al-Athar al-Islamiyah exhibits 120 magnificent pieces from the Hermitage. Made between the 8th and the 19th century, they include metal work, ceramics, textiles, jewellery and art. Many of the exhibits have never been seen outside the USSR.

How the Hermitage came by its collection of 20,000 Islamic objects, one of the greatest in the world, is itself an interesting story. A gem-encrusted Persian steel scabbard may not be the most beautiful of the objects loaned to Kuwait, but it belonged to Czar Peter the Great's curio collection and so represents the dawn of the Hermitage's Islamic collection. The Czar and Russian noble families acquired Islamic treasures throughout the 18th and 19th centuries, partly from war against Turkey, partly from diplomatic missions and colonial expansion eastwards. A particularly fine collection made by Count Bobrinsky, head of the Imperial Archaeological Commission, came ultimately to the Hermitage after the revolution.

Czarist and then Soviet archaeology has naturally played a vital part in making the Hermitage collection such a distinctive one. In the late 19th century, Russian digs in the Crimea and Caucasus unearthed the remains of the short-lived Golden Wall Khanate, established by the descendants of Genghis Khan, who most of us associate more with destructing than with civilised life. This century, excavations in Central Asia have added to the holding of ceramics and metalwork. Among the most evocative objects in the exhibition are silver bowls found along the route taken by Arab merchants who went to the Baltic to buy furs to keep their Persian and Arab masters warm for the winter.

Metalwork struck me as the most absorbing aspect of the Islamic treasures from the Hermitage. There are many ewers, basins, candle sticks, trays, incense burners and aquamaniles (water pourers), the most remarkable dating from the 8th centuries after the prophet Muhammad's death in 632. These functional bronze objects with their simple shapes give a misleading first impression of austerity. Looking more closely, you notice extraordinarily elaborate bands of inscriptions and surfaces which are alive with interlaced ornaments of plants and animals. Human figures, too, are present in abundance. Some are curiously ambiguous, like the female figure in the



An 18th century lampshade in the form of a horse with a flared saddle

centre of a great platter made in Syria perhaps a century after the conquest of Arabia. It may show a female personification of a city, a type familiar in ancient art, not least at Palmyra in Syria. Around the rim is a frieze with some distinctly ecstatic dancing figures. If this is a surprise, another Syrian puzzle is a bowl dating from the Crusader period which shows figures of Christian saints.

The Bobrinsky bucket was made at Herat in Khorasan (present-day Iran). It is crowded with scenes of daily life and coloured delicately with copper and silver. Long inscriptions state that the bucket was made in 1183. They give the name of the designer and the maker, and call down a torrent of Allah's blessings on the owner. What did this "pride of the merchants, most honest of the faithful" do with his bucket? Recent opinion at the Hermitage is that he took it with him to the mosque, the bath.

Equally famous is a bronze aquamanile in the form of a bird, the oldest Islamic bronze known. It was made in 796, probably in Iraq. This puts it in the reign of the Caliph Harun al-Rashid, still a byword for the splendour of his court at Baghdad which was known as "the City of Peace." Whoever Suleiman was who made this bird, it served as a reminder of the mechanical

singing birds which a century or so later was part of the tricks used to dazzle foreign embassies to the court of Baghdad.

Indeed animals are everywhere on the early Islamic objects. There are ewers decorated with running foxes, peacocks and a spout shaped like a hawk with well-observed folded wings. A magnificent 10th century lampshade took the form of a stylised horse with a flaring saddle cloth, although the rider has sadly become detached.

From the Golden Horde in Khanate, now partly covered by the mountainous republic of Dagestan, comes a rich variety of objects which betoken a culture both pious and martial. There is a beautiful little golden case of holy texts and a lady's tombstone decorated with flowers and geometrical patterns. My favourite piece in the whole exhibition is a nearly spherical cauldron on three legs. On its swelling side is a handsome man with a neatly pointed beard holding a spear. The cauldron summons up the image of a warrior company, carpets spread on the ground, as they pause to feast and drink. Kuwaiti visiting the exhibition may note with disapproval how many of the inscriptions of late medieval Persian vessels exalt the pleasures of drinking wine.

The museum is something unique in the region. It is a

first class collection formed by a private individual, Sheikh Nasser Sabah al-Ahmed al-Sabah. Sheikh Sabah, a close member of the ruling family, began collecting as recently as 1975 and in 1983 put the collection on permanent loan at the Kuwait National Museum.

The director of the Dar al Asar is a quite remarkable woman. Sheikh Hussah is the wife of Sheikh Sabah, daughter of the previous Emir. An enthusiast for Islamic art, the exhibition is very much her brainchild. At her invitation a group of British and Soviet art historians met for a 12 hour long seminar at the exhibition's opening. This is something quite unparalleled in Kuwaiti cultural life, whose inhabitants are more familiar with the other kinds of ceremony which mark the opening, roast lamb, lashings of fruit juice in the museum's carpet-strewn courtyard.

This loan from the Hermitage marks an important stage in Kuwaiti-Soviet cultural relations. In July this year 114 objects from the Dar al Asar will be on show in the Hermitage. If all this sounds tantalisingly remote, the collection will be touring America from the autumn. Treasures from the Hermitage is a remarkable tribute to the scholarly enthusiasm of a Kuwaiti couple who believe, rather unashamedly, that Islam is a civilising mission in the modern world.

Richard Fairman

## Coriolanus

## BARBICAN THEATRE

It would be easy but glib to make analogies between the conflicts in *Coriolanus* and our own times. The awful warning about arrogance alienating even an adoring mob draws a tempting parallel with another, recent, war-leader, but the rest fits less neatly. "What is the city but the people?" roar the outraged plebeians. Today there's no such thing as society — only individuals, "is uttered by populists of a very different stamp."

But what a bleak picture of humanity emerges. For unpleasantness there is nothing to choose between the contemptuous hauteur of the Patricians and the alternating cravenness and belligerency of the mob. The villain is that Elizabethan bugbear, the fickle, mindless populace. The nearest thing to a heroic figure is Aufidius, the unswerving enemy of Rome who welcomes his old foe only to be betrayed, but who at least remains consistent. Last November's Stratford production by Terry Hands and John Barton, now transferred to the suitable brutality of BBC, refrains from investing the relationship of the two warriors with murky psychological undertones and Malcolm Storry's Aufidius is a crop-headed, raw-boned fighting machine, little more.

Charles Dance's much-publicised Coriolanus is a puzzle. The unfortunate initial impression of principal boy owes something to his appearance (sweeping fair hair, broad-belted shirt, long legs in black), something to his stance. He lacks weight and direction in both voice and movement. The thread of meaning fizzles out by the end of some of the longer speeches; his contempt for the mock-humble ritual of popular consensus is merely coy; his demand of "hearest thou, Mars?" is chatty.

The intimacy of screen technique clings yet — at moments the whimsicality and quizzical appeal that make him the epitome of a sort of relict English charm remind us of his success in other media. It is all well spoken, complete with tremulous vocal throbs; but blank.

As the time-honoured mould wherein his trunk was framed, Barbara Jefford is patently ill at ease. Miss Jefford can dominate the stage by lifting an eyebrow. Here her Volumnia is a cross between Mrs Thatcher and a red-hot Momma, waving her arms and pumping her elbows as if about to burst into a patriotic song, cutting anyone unwisely enough to come within punching distance.



Malcolm Storry and Charles Dance

Like much else in the production, she conveys intelligence going through the motions, resources not fully exploited. As Italian critics say of unexciting productions of

Martin Hoyle

## Another Love Story

## LEICESTER HAYMARKET

From 1943 Frederick Lonsdale's stiff play blows in, on a frigid air of money and mores, and seldom has the past seemed a more foreign country. Directed by his grandson Edward Fox, against a pastel-hued drawing room of summer flowers in pots picked to tone with the blown-rose wallpaper, it affects a Cornish urbanity without any of Coward's elegance (a permanently inebriated butler gives Frank Shelley a monopoly on the play's wit).

Unstaged since the 1940s, it is a story of middle-class morality confronted, titillated and appalled by glamorous adventurism — the former embodied in the stuffy Williams Brownes, the latter in their prospective son-in-law, a cad without background or, it appears, scruples. Alerted by her own first marriage to a philandering artist, Elsie WB invites her ex-husband (Fox himself) to end the romance, so beginning a most contrived and unlikely sequence of pre- and extra-marital adventures culminating — with a sense of titillation that seems entirely absurd today — with an attempt to expose the gold-digger which ends up with a passionate spending of the ravishing Lalla Ward.

This climactic scene is played out in a powder-pink bedroom (designer Tim Reed) which, with a characteristic indifference to the economy of the "well-made play" is rolled out specially for it, extending a break of several minutes at either end of it. Lonsdale displays the same profligacy in his handling of his characters — eleven in all — who drift on stage to deliver a few words and help the plot on its way, before drifting off again to wander the garden, play bridge or — more drastically in the case of the daughter of the house — to have her wisdom teeth extracted (this being a three-act scene).

In the context of such apparently arbitrary appearances and disappearances, one can only admire the

sang-froid with which Edward Fox explains his presence in someone else's love scene. He has found, himself, he announces, without a glimmer of irony, "by accident in the door." As the first husband of Jill Bennett's uncomfortable Elsie he is thrown into parallel with their daughter's fiancé, to whom the French actor Patrick Fierry gives an appropriate enough inscrutability. Fierry's accent makes him classless in a play which, the subplot of a bachelor uncle caught 'twixt his secretary and his boss's daughter makes clear, is all about the stuffy limitations of class.

Women, Lonsdale patently concludes, prefer the wrong but romantic to the right but repulsive: they live dangerously or not at all, and that is all there is to be said about the dear little things.

Claire Armitstead



Edward Fox and Jill Bennett

## Esa-Pekka Salonen

## QUEEN ELIZABETH HALL

Salonen is a composer as well as a conductor: in London we have had a great deal of him in the latter role, but little in the former. Wednesday's London Sinfonietta concert — the second of two programmes conducted by Salonen and devoted to Stravinsky and young Finns — addressed itself to the imbalance, to pleasing effect.

Music of wit and lightness of purpose has not been the usual province of the avant-garde; Salonen's *Floof* (1988, revised

1990), a zany short coloratura soprano "aria" on a sci-fi text, reminded us that having fun in a "modern" idiom need not be a contradiction in terms. The spiky rhythmic punctuation and scatty (in both the jazz and the sanity senses) vocal technique — which took the soprano Sarah Leonard up to a sharp in altissimo — owe a lot to Ligeti: Salonen's prime influence, and, it should be remembered, a composer to whom the conductor Salonen brings a specially deft, comprehending touch.

As the text, by the Polish writer Stanislaw Lem, concerns itself with "a machine that learns to be a poet," the farcical evocation of machines running in and out of control is apposite, and handled with both zest and economy: chattering ostinatos and wisecracking arpeggios are grouped into uneven periods and skewed paragraphs.

The sound-world of *Floof*, which requires amplification of the solo voice, is made up in ways that combine comic exaggeration and musicianly shrewdness; the piece sounds good, as well as fun, and will

probably come to enjoy a "party-piece" status in the repertoire of Sinfonietta-type bands. The other Finn on the programme, Magnus Lindberg, was represented by Zora (1983), a concertante piece for cello (Anssi Karttunen) and small ensemble — an "expressionist" piece of a kind (the programme note-writer told us) normally alien to this composer's creative processes. If he had to get it out of his system, well and good; but in spite of airy textures, well-paced dramatic gestures, and clear indications that this is a young composer with a wholly individual "ear," the result seemed to me esoteric, in-group music of an all-too-familiar late-20th century kind.

Brilliantly vital, stingingly bright, the scores have borders of the Stravinsky Octet, Ragtime, and Renard (with a superb vocal quartet comprising John Aler, Nigel Robson, David Wilson-Johnson, and John Tomlinson) formed the concert's outer ends.

Max Loppert

## Christus

## FESTIVAL HALL

The best analogy would probably be a stained glass window conceived by its artist on an over-ambitious scale. At close quarters there are sections that look full of life and colour, but as soon as you stand back to take in the full picture, the design loses any sense of coherence. It is simply too big and its parts do not fit together, either in quality or style. Liszt's grand and rarely-performed choral work *Christus* is a musical panorama of that kind. Its three descriptive panels aim to tell no less a story than the life of Christ from the birth to the crucifixion in a form that the composer hoped would unite church and theatre "on a colossal scale." But, as so often happened when he wanted to make a grand statement, Liszt failed to provide

*Christus* with a convincing overall design. The comparisons that have been made between this piece and *Parsifal* merely show how expert was Wagner's grasp of structure by comparison. *Christus* starts by letting the long first part of the work wander aimlessly along for an hour in a way that his counterpart would never have allowed. Then, mid-way through Part 2, inspiration suddenly jolts into action and we are thrown unprepared into the brassy and flamboyant "Entry into Jerusalem." Altogether the composer has set his interpreters an insoluble problem. It was no fault of Brian Wright and the Royal Philharmonic Orchestra that their performance on Wednesday failed to come alive in the first half of the evening, although

Liszt's intricate string writing might have been tidier with a few more rehearsals. The contribution of the Goldsmiths Choral Union also mixed enthusiasm and strength with less than unadorned choral entries. The whole of Part 3, though, rose to a more exalted inspirational level. The opening solo was sung with imperious authority by the bass-baritone Bryn Terfel. In the "Stabat mater dolorosa," when he was joined by Jo Ann Pickens, Ameral Gunson and Martyn Hill, at last finds Liszt giving full rein to his high romantic imagination. This is by far the most glorious part of the grand design and deserves to be heard on its own more often.

Richard Fairman

## ARTS GUIDE

## MUSIC

## London

London Concert Orchestra conducted by Adrian Leaper, with Peter Lane (soprano) and the BBC Singers (SAT) (9.30). Royal Festival Hall (SAT) (9.30).

London Symphony Orchestra conducted by Michael Tilson Thomas, with Arturo Michelangeli Benedetti (piano), Bee-chen, Strauss, Brahms (Mon) (8.30). The London Philharmonic conducted by Klaus Tennstedt, with Kyung-Won Chang (violin), Musorgsky, Bruch, Brahms, Royal Festival Hall (Sun) (2.30).

The Philharmonia conducted by Edo de Waart, with Mstislav Ustinov (piano), Kodaly, Bartok, Stravinsky, Royal Festival Hall (Tue) (8.30). Royal Philharmonic Orchestra conducted by Michio Mitsuoka, with Dmitri Stokovskiy (piano), Prokofiev, Mahler, Royal Festival Hall (Wed) (8.30). Arturo Michelangeli Benedetti (piano), Beethoven, Chopin, Brahms Hall (Thu) (8.30).

Paris Gastav Leonhardt (harpsichord), Beethoven, Bach, Bruckner (Wed). Chatelet (4.30). Samuel Ramey, bass recital with John Fischer (piano), Brahms, Handel, Copland, Vaughan-Williams (Wed). Theatre des Champs Elysees (4.30). Maria Jao Pires (piano) Vilcekova Milosova (violin), Brahms, Schubert (Wed). Salle Pleyel (4.30). Ensemble Intercontemporain conducted by Peter Eotvos, Di-

jon, Boucourechliev, Cohen, Boucourechliev, Centre Pompidou (4.30). Orchestre National de France conducted by Rudolf Barshai, Jean-Philippe Collard (piano), Boucourechliev, Centre Pompidou (4.30). Theatre des Champs Elysees (4.30). Quatuor Alban Berg, Mozart, Schostakovich, Liszt (Thu). Chatelet (4.30).

Brussels Moscow State Symphony Orchestra conducted by Alexander Roddostevsky (violin) performing Glazunov, Prokofiev and Tchaikovsky, Palais des Beaux-Arts (Mon). Alban Berg Quartet plays Lutoslawski, Mozart, Smetana, Palais des Beaux-Arts (Wed).

Antwerp Royal Flanders Philharmonic Orchestra and the London Philharmonic Chorus conducted by Gunter Neuhold with Susanne Murphy (soprano), Alexandrina O'Neill (tenor), Jeano Kyhanen (bass) perform Verdi's Requiem, Koninklijk Elisabeththeater (Thu).

Amsterdam Orlando Quartet with Isabelle van Keulen (violin) and Harro Ruijsenaars (cello), Brahms (Mon, Wed). Concertgebouw (7.30). Frederica van Stade (mezzo) accompanied by Martin Katz, Respighi, Prokofiev, Schubert, Mozart, Messiaen, Saba, Poulenc, Schindler (Tue). Concertgebouw (7.30).

Utrecht Laurence Dreyfus (viola da gamba) and Kees Hangeveld (cello), Bach (Fri). Vredenburg (3.45). Netherlands Wind Ensemble with Ronald Brautigam (piano), Mozart (Tue). Vredenburg (3.45).

Royal Concertgebouw Orchestra conducted by Neeme Järvi, with Horacio Gutierrez (piano), Mendelssohn, Prokofiev, Verulst (Thu). Vredenburg (3.45).

Rome St Cecilia Choir, conducted by Domenico Bartolucci, singing Palestrina (Sat-Mon). Auditorium in via della Conciliazione (5.10). I Solisti Italiani, with Mario Ancillotti (flute) playing Vivaldi, Poretti, Montemurro and Donizetti (Wed). Teatro Olimpico (8.30).

Florence Maggio Musicale, Myung-Whun Chung conducting Janacek's *Missa Glagolitzka* with soprano Katerina Kopomou, mezzo-soprano Nina Romanova, tenor Vitaliy Tarashenko and bass Sergei Martynov, Ravel's *Daphnis et Chloe* suite no. 2 and Messiaen's *Les Offrandes Oublies* (Fri, Tue). Also piano recital by Maurizio Pollini playing Schumann, Berg, Webern and Stravinsky (Mon). Teatro Comunale (7.30). Recital by mezzo-soprano Frederica van Stade (Sat). Teatro della Pergola (4.30).

Milan Matilav Rostropovich (cello) playing Ljadov and Tchaikovsky with the Scala Philharmonic, conducted by Tadeusz Szulc (Mon). Teatro alla Scala (8.30).

Madrid Spanish National Orchestra. An *Orfeo* Donizetti conducted by Rafael Fruhbeck de Burgos, with Aldo Baldin (violin). Berio's *Prélude* (Sat-Mon). Auditorio Nacional de Musica (3.30). Soviet ETV Orchestra conducted by Vladimir Fedoseev, Vladimir Ovsyannikov (piano), Tchaikovsky (Sat). Auditorio Nacional de Musica (3.30).

Mario Mommel (piano), Beethoven (Sat). Fundación Juan March (4.30). Symphony Orchestra of Budapest, David Lively (piano), Andras Ligeti conducts, Bartok (Tue). Auditorio Nacional de Musica (3.30).

Spanish Chamber Orchestra conducted by Victor Martin, Felix Ayo and Victor Martin (violin) (Tue). Auditorio Nacional de Musica (3.30). Murray Perahia (piano) (Wed). Auditorio Nacional de Musica (3.30). Norwegian Chamber Orchestra conducted by Victor Martin, Felix Ayo and Victor Martin (violin) (Tue). Auditorio Nacional de Musica (3.30). Ion Brown conducts, Respighi, Vivaldi, Stravinsky, Tchaikovsky (Wed). Auditorio Nacional de Musica (3.30). Breven Chamber Orchestra conducted by Zaven Verdanyan, with Suren Bagaturyan (cello) (Thu). Auditorio Nacional de Musica (3.30).

Barcelona Gothic Voices. Old Music festival (Wed). Casa de pensiones (3.30). Murray Perahia (piano), Francis Schumann, Chopin, Liszt (Mon 7). Palau de la Musica Catalana (8.30).

New York Ivo Pogorelich piano recital. Haydn, Chopin, Liszt, Scarlatti, Brahms, Balakirev (Mon). Carnegie Hall (2.30). Composers' Showcase features Peter Schickel performed by the composer, Estelle Parsons, the Cantabile Novum Singers and the Manhattan School of Music Jazz Ensemble (Mon). Alice Tully Hall, Lincoln Center (8.30).

New York Philharmonic conducted by Yuri Temirkanov with John Lill (piano), Shostakovich, Beethoven, Prokofiev (Tue). Zubin Mehta conducting with Alfred Brendel (piano), Brahms, Bartok, J.C. Bach (Thu). Avery Fisher Hall, Lincoln Center (8.30).

Berlin Radio Orchestra conducted by Vladimir Ashkenazy. Berg, Schoenberg, Strauss (Wed). Mendelssohn Hall, Lincoln Center (8.30). Brahms, Beethoven, Scriabin (Thu). Carnegie Hall (2.30). Little Orchestra Society conducted by Dino Anagnosini with Metropolitan Singers and the Greek Choral Society, Vivaldi (Thu). Alice Tully Hall, Lincoln Center (8.30).

Washington American Chamber Orchestra conducted by William Yarbrough with Daniel Heifetz (violin), Johnson, Mozart, Beethoven (Mon). Kennedy Center Terrace Theatre (4.30).

National Symphony Orchestra conducted by Hans Von Wieler with William Stock (violin), Ravel, Martinov, Beethoven (Tue); Yuri Temirkanov conducting with Alicia de Larrocha (piano). Weber, Mozart (Thu). Kennedy Center Concert Hall (4.30). Juilliard String Quartet, Wolpe, Wechs, Hindemith (Thu). Kennedy Center Terrace Theatre (4.30).

Chicago Chicago Symphony Orchestra conducted by Kenneth Jean with Janina Fialkowska (piano). Wechs, Liszt, Haydn, Bartok (Tue). Margaret Hillis conducting with the Chicago Symphony Chorus. Haydn (Thu). Orchestra Hall (4.30).

Tokyo NHK Symphony Orchestra, conducted by Wolfgang Sawallisch. Mozart, Bach (Mon). Suntory Hall (8.30). Shlomo Mintz Symphony Orchestra, conducted by Seiji Ozawa. Beethoven, Haydn, Mozart (Tue). Suntory Hall (8.30).

BBC Symphony Orchestra, conducted by Andrew Davis. Weber (Wed). Shows Women's University Fittini Memorial Hall, near Sanganjaya (2.30). Michaela Maslisky (cello) with Daria Horova (piano). Britten, Webern, Messiaen, Brahms, Bach (Wed). Suntory Hall (4.30).

May 4-10

## SALEROOM

## English record for silver

Twenty four hours after setting an auction record for a 20th century British painting, disposing of Stanley Spencer's *Crucifixion* for £1.23m, Sotheby's yesterday set a record for English silver. The Dunham Massey sconces, a set of six George II silver wall sconces made by Peter Archambo in London in 1730, sold for £1.15m to Armitage, a London dealer. He secured them against keen bidding from another London dealer, Koopman, and already has numerous enquiries. The price is not quite a record for silver at auction: last week Christie's in New York sold an Italian centrepiece for the equivalent of £1.2m.

The sconces were commissioned by George Booth, 2nd Earl of Warrington, who paid

for them out of a lucrative marriage to a London merchant's daughter. His silver is famous, which accounts for the price. The sconces have borders of an architectural boldness reminiscent of the work of William Kent, depicting mythological scenes. They were sold yesterday by an anonymous royal family.

The silver sale made £2.2m with only 1 per cent unsold. A pair of George II table candlesticks, made in London in 1746 by Nicholas Sprimont, made £181,500 and Koopman acquired the Gibraltar Cup, awarded to Admiral Robert Fairfax for his success in reducing Gibraltar in 1704, for £121,000.

Antony Thorncroft



## FINANCIAL TIMES

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Friday May 4 1990

## After the asset boom

THIS IS THE season for monetary pessimism. The world's financial authorities are gathered in Washington for a more or less agenda-less meeting of the Group of Seven but at least the central bankers can present a united front to the assembled politicians, so it seems appropriate to talk about the economic benefits of often unpopular policies needed to fight inflation.

This is a routine sermon, even when decked out, as it is in the current World Economic Outlook of the IMF, with academic analysis and mathematical simulations, but in an ordinary year it is quite persuasive. Officials, after all, do find life much easier in countries where inflation has never been allowed to get out of hand. This is not an ordinary year, however.

## Awkward realities

These uncomfortable realities have just begun to appear in bank profit statements, but while provisioning against past international losses is necessary, it appears to have some measure of the problem, domestic problems are still thought to be greatly understated. In these circumstances a central bank has to remember that inflation-fighting is sometimes a luxury. The most basic duty of a central bank is to preserve the functioning of the financial system in a crisis. That duty had to take priority in 1982, when the sovereign debt problem first became inescapably clear, and again after the stock market crash in 1987. It is now the judgment of many of those best placed to make one that the US Federal Reserve is

again caught in the same trap. Inflation has been rising, but US monetary policy on this view, because any tightening might turn an already threatening debt deflation into a rout. When Mr Gerald Corrigan of the New York Fed, normally a hard liner, devotes his latest evidence to Congress on the risks implied in inadequate spreads and margins in US banking, he tacitly confirms the crisis diagnosis.

## Different histories

It is tempting to lump all the commercial real-estate crises together, and draw the conclusion that a more prudent central bank regime would have restricted property development credit at a far earlier stage than the market history in each of the main crisis centres is quite different. The US market has suffered very little inflation, because the fact of over-building, reflected in what are generally known as sea-through buildings (in which there are no tenants' fittings to obstruct the view from one window to its opposite number), has been obvious for years. It seems to have been provided by absurd investment credit and loss-offset provisions in the early Reagan budgets. These concessions were rightly withdrawn in the tax reform of 1986, but with a disastrous impact on developers' finances. The banks have taken the lead in cutting off credit; where they have not, the prudential supervisors of the Comptroller of the Currency have jogged their elbows. The results in previous boom areas such as New England and New York, while the risks of a little monetary policy relaxation look mild. They will be taken.

The authorities in London and Tokyo have a more delicate task in both countries as some financial policy is aimed to check a rising currency, and a monetary corrective is appropriate. However, the problems of trying to deflate a defunct bull market are well known; at the same time, the authorities at discipline will lead to crisis. Seriousness against inflation are not a reliable guide to future policy, sometimes they are an attempted substitute for policy.

## The fortunes of hostages

THE unexpected and long overdue release of two American hostages by their Middle Eastern captors is not only welcome news for their families and friends. It raises two tantalising and related questions. Is the climate in the Middle East, and more specifically among the various Islamic groups in the Lebanon and their mentors, changing? And if so, what can be done to ensure the early release of those 15 Western hostages still in captivity?

Hostage taking has thrived in the anarchic environment of the Lebanon. The warring factions in the Lebanon are no closer to settling their differences. But the international environment has altered substantially since 1983 when the practice of international hostage taking began to rear its head.

Super-power rivalry can no longer be exploited; the US is trying to push Israel to negotiate directly with the Palestinians. Both Iraq and Iran appear to have put the Gulf War behind them; and Iran is making noises about improving its bruised and fraught relations with the West. The kidnappers themselves might well be realising that they can achieve more through releasing than holding them. Hostages are valuable currency only when they can be held with impunity.

The public thanks offered by President Bush to Iran and Syria over the releases of the two American hostages is suggestive. President Bush has denied that his administration has been negotiating for their release. But it is clear a dialogue of sorts has been established which has encouraged both the Syrians and the Iranians to see it in their interests to use their good offices in Lebanon. It is also clear that these two governments do exercise partial influence over the groups holding the hostages.

## Iranian signals

From the point of view of the American and British governments, whose citizens comprise the majority of the hostages, the hardest part lies ahead. The Iranians are signalling they want some gesture in return for their good offices over the hostages. President

Bush in Washington and Mrs Thatcher in London rightly take the view that hostages' lives should not be bargained for. Yet in the last resort results are only going to be achieved if all sides adopt a cosmetic view of what constitutes "negotiations".

President Bush has cleverly kept that ball in the air by using flexible language this week. Mrs Thatcher on the other hand in the House of Commons yesterday was unnecessarily dogmatic in tone. The present circumstances offer a fresh opportunity for a thorough and imaginative examination of all the diplomatic options available to secure the hostages release and this must be seized.

## Establishing dialogue

There is an important distinction between negotiating with the holders of the hostages and establishing a dialogue with the governments of those countries who are known to be their mentors or protectors. Establishing such a dialogue is easier for the US since it is seen to have leverage: the Iranians want their assets unfrozen by the US and believe Washington can pressure Israel into releasing Palestinian and Lebanese prisoners.

For Britain any confidence building with Iran is far more unpredictable. The Rushdie affair killed patient attempts to rebuild diplomatic relations. The Iranian leadership's continued insistence in maintaining the death sentence on Mr Rushdie is obviously unacceptable. However, Britain can still demonstrate willingness to talk with Iran. More productive would be energetic steps to restore diplomatic relations with Syria. President Assad of Syria is the central foreign player in Lebanon, and enough water has passed under the bridge since Britain castigated him in 1986 for sponsoring state terrorism in the Hindawi affair.

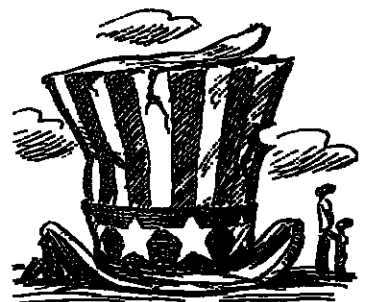
None of this means direct negotiating with the kidnappers whose demands anyway remain vague. Nor does it guarantee that the kidnappers will play ball with their mentors. But it does indicate flexibility instead of unproductive stone-walling.

## Michael Prowse reports on the need for reform in American education

If the US does not reform its public education system, it will cease to be a competitive force in the world economy. A generation ago such a claim would have seemed laughable: the US was rightly proud that it educated a larger proportion of its population for a longer period than most other nations. Today, *anxious* about the state of education is nearly universal. And the most intense pressure for reform is being applied not by educators or politicians but by the business community.

Industrialists have woken up to the fact that the average high school graduate lacks the skills to function effectively in the modern workplace. As old sequential modes of production become obsolete, companies need workers able to display initiative, adapt to changing market conditions and understand the overall production process. The low calibre of much of the workforce is now seen as jeopardising future profitability.

All the evidence suggests the business community's fears are far from misplaced. The first cause for concern is the failure of many pupils to complete high school. The drop out rate among blacks and Hispanics is 35 per cent and 45 per cent respectively. Nearly a quarter of all US students graduate from high school. This does not mean they have failed a



AMERICA'S SOCIAL CHALLENGE

leaving examination (few US students would have a chance of leaving school without a high school diploma); it merely means they have failed to sit through the requisite number of courses.

If test results are to be believed, the average attainment of students who do graduate is almost comically poor. The most recent National Assessment of Educational Performance showed that only 6 per cent of 17 year olds can solve what are known as "multi-step" maths problems. These bear no relation to the kind of demands made by British A levels or the French Baccalauréat. Typical problems include calculating the repayment on a \$850 loan taken out for one year at 12 per cent or recognising that the square root of 17 lies between 4 and 5.

Performance in reading and writing is equally poor. Thus only about 5 per cent of 17 year olds can fully grasp the meaning of a multi-paragraph article - such as might appear on the editorial page of a quality newspaper. Even fewer appear able to write a reasonably competent (but far from impressive) letter to a high school principal advocating a change in school rules. The standards of recent US history, is sketchy: only one in four students knows that Lyndon Johnson introduced the Medicare health scheme for the elderly.

In international comparisons, the US routinely comes bottom or nearly bottom. Standardised maths tests, for example, indicate that 40 per cent of Korean 13 year olds can solve problems that are beyond 90 per cent of Americans. The US's performance is dismal even by the UK's under-demanding standards: the proportion of British students reaching given achievement levels in maths is roughly twice as high as in the US.

Mr Albert Shanker, the president of

## US schools: nearly bottom of the class

the American Federation of Teachers, argues that the US has an educational "disaster" on its hands. He says the tests show that only 5 to 6 per cent of US students leave high school prepared for genuine university-level work. This compares with between 17 and 25 per cent of secondary school graduates in European countries. In his view, the fact that about 65 per cent of US high school graduates proceed to college proves nothing. Many colleges provide what amounts to remedial education - the level of courses being no higher than that of secondary education elsewhere.

Experts agree that there is no single explanation for the US's educational malaise. But the lack of incentives for many students is certainly a contributory factor. Mr Shanker points out that only the elite universities such as Harvard and Stanford, have a real incentive to work hard: their school records matter because competition for entry is fierce. Colleges below the top tier are anxious to recruit students and do not impose onerous entry qualifications. The bulk of college-bound students can thus drift through high school.

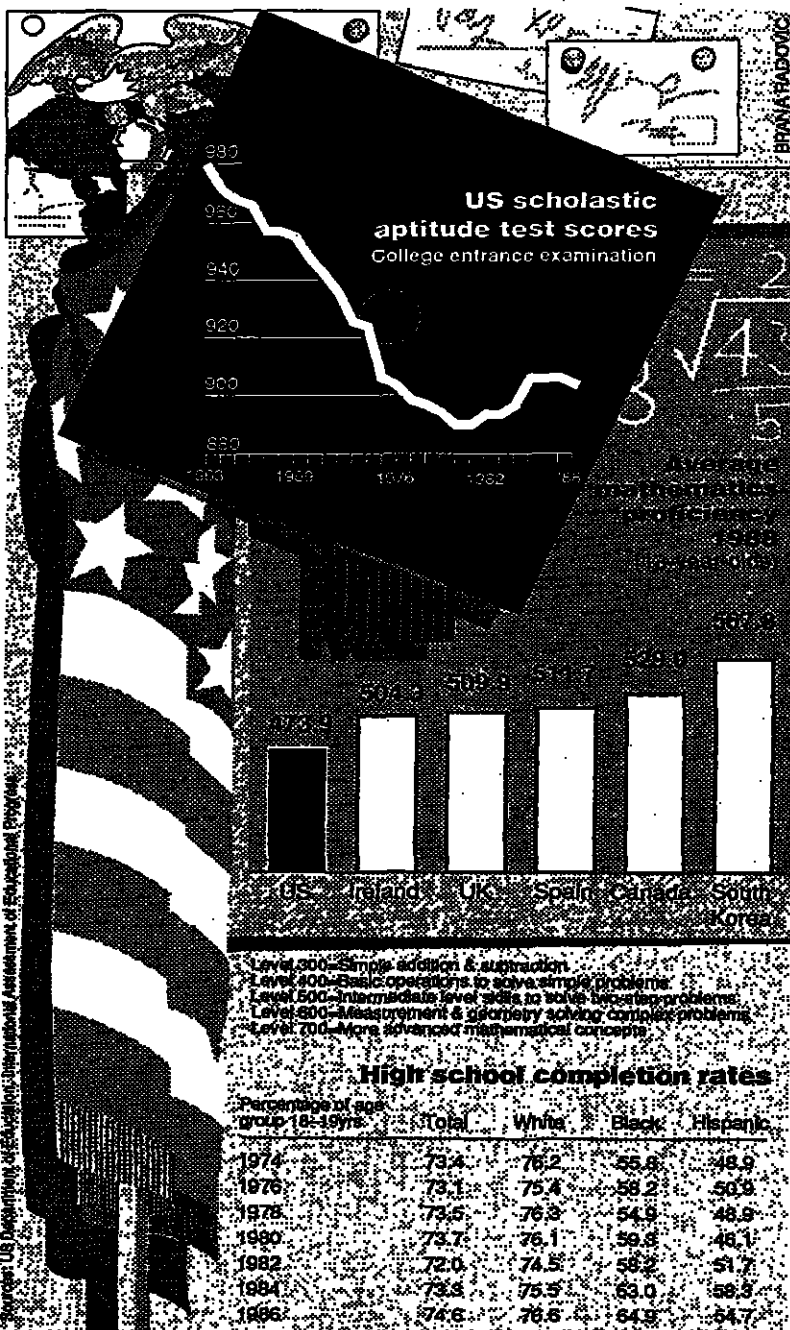
The same is true of most students who expect to get a job immediately after they leave high school. There are no intermediate national examinations such as Britain's GCSE so the only thing that matters from an employers' point of view is whether a student has completed his courses. How well he did is largely irrelevant.

Lax curriculum requirements may also have accounted for low standards. During the 1960s and 1970s many students opted for "soft" courses in subjects such as film studies. In the 1980s greater emphasis was placed on academic rigour: a national commission recommended that students undertake a minimum of four years of English and three years each of maths, science and social studies.

But many states have failed to impose these standards. As of 1988, the maths requirements were imposed in only 16 per cent of states and the science standards in only 6 per cent. The harder maths and sciences courses are still widely shunned. For example, 90 per cent of students take biology in high school but only 30 per cent study any physics. In maths, 80 per cent of students avoid trigonometry.

Some critics allege that low standards reflect low levels of expenditure. The Administration disputes this, pointing to an overall education budget of some \$350bn. But the overall budget includes disproportionately heavy expenditure on a mockery of the American ideal of equal educational opportunity. Right-wing critics retort that studies reveal no correlation between expenditure and educational performance. But can they deny that other things equal, more money helps? Would they, for example, support a 75 per cent budget cut for state private schools such as Andover on the grounds that money has no bearing on educational quality?

Apart from allocating resources more equitably, what can be done to raise US educational standards? A fierce competition for students would force schools to innovate and raise educational standards, as currently organised, is beyond redemption. No



Texas one district spends \$1,207 while another spends \$7,108.

The discrepancies reflect the fact that education is substantially financed by local taxes. In poor areas, property valuations are low and relatively little cash is available for schools. This means a mockery of the American ideal of equal educational opportunity. Right-wing critics retort that studies reveal no correlation between expenditure and educational performance. But can they deny that other things equal, more money helps? Would they, for example, support a 75 per cent budget cut for state private schools such as Andover on the grounds that money has no bearing on educational quality?

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amount of tinkering with the present system of school boards, superintendents and central bureaucracies will produce lasting gains because the system itself is the problem. If performance is to be improved, the argument runs, schools must be exposed to market forces: they must become answerable to parents rather than senior bureaucrats.

John Chubb of the Brookings Institution is a passionate advocate of greater competition and choice. He regards an increase in the autonomy of school principals as the key to improved performance. Parents, he says, should have complete freedom in choosing schools. And schools should be funded purely on the basis of the number and type of students they are able to attract. Fierce competition for students would force schools to innovate and raise educational standards.

## A Manor for Mitterrand

Whatever she may think about the local election results, Margaret Thatcher is really laying it on for President Mitterrand of France when he visits Britain today. She is receiving him at Waddesdon Manor, close to the Prime Minister's residence of Chequers in Buckinghamshire.

No official foreign visitor has ever been received there before. Nor is there likely to be another in the near future, for in October the Manor is being closed for two years for extensive refittings.

It was the Prime Minister's idea, first mooted a couple of months ago. Waddesdon is possibly the most utterly French house in England. It contains a huge amount of 18th century panelling taken from the best houses in Paris during the Second Empire. There is royal French furniture, paintings and sculpture, together with Gainsborough and Reynolds as well. Even the gardens were designed by a Frenchman.

The house was built in the 1870s for the first Baron Rothschild to arrive in England from Austria. It has a curious history. For instance, no child has ever lived there. There is a story about a ghost, but nobody seems quite sure of it.

Waddesdon passed down through a series of cousins until James de Rothschild, a cousin of the present Lord (formerly Mr Jacob) Rothschild - left it to the National Trust in 1987. It is regularly open to paying visitors. After the renovation, it may go in for receiving people like Mitterrand more often - but nothing on the scale of (say) a Commonwealth Prime Ministers' Conference.

## Spy country

An element of intrigue has developed in British & Commonwealth Holdings' well-documented struggle for survival.

It has emerged that "Mr David Cornwell of Monte Carlo" is seeking to form a group of shareholders "to consider their rights and remedies under one umbrella".

David Cornwell is the real name of John Le Carré, the spy novelist. A spokesman for the solicitors acting for Mr Cornwell said that the company's client "John Le Carré, unless I am being misled." A preliminary meeting for interested shareholders has been set for May 9.

## Tory news

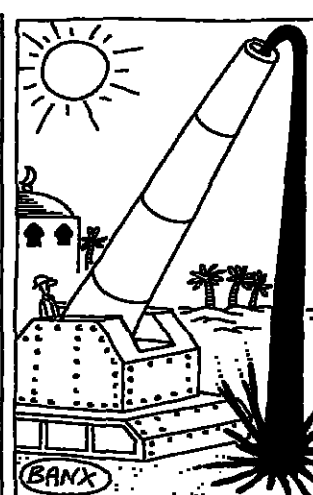
According to the latest edition of Conservative Newsline, a Central Office publication, Kenneth Baker, the party chairman, is still waiting for Neil Kinnock, the Labour leader, to respond to a "straightforward question" about import controls.

Margaret Beckett, shadow chief secretary to the Treasury, has been more forthcoming. She told the Commons earlier this week that Labour did not have "the slightest intention" of introducing import controls, and "no intention" of introducing exchange controls either.

## Lenin's plates

One of the minor results of the Russian revolution in 1917 was that there was a huge glut of unused plates, designed for tea, but without the finished decorations. They were known as blanks and were stacked away in a porcelain factory in what was then St Petersburg.

Most of them were from the reign of the last tsar, Nicholas II, but some of them went back to his father, Alexander III, his grandfather, Alexander II, and a few to Nicholas I, who reigned from 1825-55. The idea was that the plates would be



painted and given to distinguished visitors. But there was always a surplus and, as each tsar died, the spare plates were allowed to gather dust in a storeroom.

It took the genius of Lenin to realise what to do with them. He turned the imperial factory into the State Porcelain Factory and had the plates covered with Soviet propaganda, painted by some of the best artists in the country.

Propaganda indeed was one of the keys to the early revolution. In the days before radio, Lenin would have trains going round the country carrying libraries, bookshelves and gramophone records of his speeches.

The plates were very much part of it. Apart from being decorated with hammers and sickles, they carried slogans like "Struggle gives birth to heroes" and "The mind cannot tolerate slavery".

Nina Lobanov-Rostovsky, daughter of a French Ambassador to Moscow, has just produced a book about it (Revolutionary Ceramics, published by Studio Vista, £20), and very handsome some of the designs turn out to be.

I am also intrigued to learn that there is a learned quarterly called The Journal of Decorative and Propaganda Arts, founded by the American collector and former diplomat, Mitchell Wolfson.

His own collection includes Hitler's silverware, Farouk's matchbooks and the old furniture from the first class waiting room of the central railway station in Milan. The quarterly demonstrates that propaganda was truly an art form.

## Foggitt's bees

Farmers in Thrak are keeping their eyes peeled for bees. Bill Foggitt, the weatherman has told them: "A swarm of bees in May is worth a load of hay."

It had to tell them something, said Foggitt. "They were beginning to grumble about the lack of rain."

There was not a sign of rain in Thrak yesterday where the thermometer reached 78 deg F in the shade, still short of the reading on May 3 1986 when it reached 85.

The swallows arrived at the beginning of the week, later than usual. Foggitt said his grandfather's records noted that when they arrived on May 15 in 1903 it heralded a stormy summer, but he doesn't read too much into their arrival this year. He is wondering more what has happened to the cuckoo. That, too, is late.

The lanes in Thrak are full of orange tipped butterflies, but no bees as yet. Foggitt says that the weather is set fair for the holiday weekend.

## Small quake

If by mischance you dial an 071 code for an 081 London number from New York, a police recorded message from AT&T advises: "Due to the earthquake in the area you are calling, your call cannot be completed at this time. Please try later."

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Perhaps we should have resigned on this day last year," Mrs Margaret Thatcher thought this morning. The British Prime Minister's private ruminations have once again come to me, in advance of her own awareness of them, just as they did a year ago today. "This would be a dramatic day on which to step down," she was due to think on May 4 1989, according to my mysterious source. "It is, after all, our 10th anniversary here in Downing Street."

She was superstitious about that anniversary at the time: she tried to prevent her acolytes from celebrating in case the festivities brought bad luck. This morning, as the 11th anniversary dawns, her fears seem to have been confirmed. Will there be a 12th anniversary? There is room for doubt. Using my mystical medium, tune in to her thoughts:

"It is as we suspected. May 1989 was a peak. We seemed invincible; we remember saying we would go on and on and on and being criticised for it. But it seemed true at the time. Everything has gone downhill since that day. Of course you must not let on that you are thinking like this. People would jump on you for saying such things. But it is odd, what a difference a year can make."

"Last May Labour was just catching up and, like us, stood at around 40 per cent in the polls. There was no threat in that. They could never have hoped to win an election on those figures. But since then, virtually since the stroke of midnight on May 3 1989, they've never looked back. Now they're over 50 per cent and we seem to be at 30 per cent or less. The idea that we cannot win next time is gaining ground."

"It is absurd, of course, yet you cannot shake the feeling away. It came again on Wednesday a week or so ago. If it was that Wednesday it must have been Gallipoli. What a dreadful association of thoughts. Dublin has been enjoyable - it must have been Saturday - because those old chaps Kohl and Mitterrand are so easy to tease. I'll be able to get at François again later this morning."

"We had to go along with them in the end, but it was fun making them wait until the June election before going ahead with their absurd, thank heavens, meaningless plans for political union. After that, a few jokes about Eve and you have the press eating out of your hand. Sometimes it seems almost too simple. But this morning..."

"Come off it, Margaret. Pull

## POLITICS TODAY

# The morning after feeling

By Joe Rogaly



yourself together. It was worse in 1981 and we won. The polls were particularly perverse in summer 1988. Charles came in and said he was sorry but he had to report that the Conservatives were trailing third, behind Labour and the Alliance. Yet look at what happened. Didn't we then go on to win a smashing victory in 1987? Polls change in less than two years, often quite decisively. That was marvellous of George Bush the other day, asking who had him trailing 17 points behind, what was his name - oh yes, Dukakis - six months before his overwhelming victory. George also reminded us that the polls said the Sandinistas would win in Nicaragua - right up to the day before they were crushed by the parsons representing freedom and democracy. "Yet George is not really one

of us. He talks wet, and tells you he is acting dry - but it doesn't really work. He is not quite sound. We do miss Ronnie. We were such a team. More to the point, he did as he was told, most of the time. George is on the telephone every five minutes, but he phones everyone, quite a bore really, and he is coming to sound just a little bit patronising when he is on the line to us. He is anxious for us to take care of Dan Quayle next week. We need to put up with this kind of thing? The BBC thinks we won't have to much longer, judging by Today's tone. Typical of them."

"No, it isn't funny, really. We took a hammering last night, but the question is, how much of a hammering. We've been prepared for it all week. I went to bed before the results. I'd better look at them now."

The worst that could happen would be us losing Bradford, Wandsworth and Westminster. Save one of them, and we have something to argue about; save two and we can argue that the poll tax is working as it is meant to - that the real enemy is high-spending Labour councils. We'll have to have someone analyse those figures in great detail.

"There must be a stronger Tory vote wherever our people have kept the charge low. If there is, and we can show it, we're in business. If there isn't, perhaps Kenneth is not the party chairman he said he would be. Is it too soon to make another change?"

"It is certainly too soon to make a change in No 10 Downing Street. There is so much to do. Some people are muttering, as they come into the Cabinet room, that we must spend away our budget surplus, so as to leave nothing in the kitty for Labour when it comes in. That is defeatist talk. Others are arguing that nothing fundamental has changed. We have to make sure that it has. That means business as usual."

"The amendments to the community charge must be put through. Young Michael Forth will see that we do it our way. The rate of inflation is slowing, it would be plain wrong to go while it is still high. There is work to be done. Gorbachev needs our backing more than ever now. He sounded so odd on the telephone the other day. We will be visiting him in a few weeks' time. Someone has to stand for a strong defence, particularly in Europe. Both de Klerk and Mandela are coming here soon. Who else is there who could put them straight?"

"People are saying the party would stand a better chance under a new leader. This is utter nonsense. There would have to be a leadership contest, and that would tear us apart. Many of these young No Turnouts Back members would come close to resigning if Heseltine won. We might lose some very good people - Eric Forth, John Redwood, Christopher Chope, Francis Maude, the Michaels, Forsyth and Forth, Peter Lilley, and several other excellent chaps. John Major is not ready to take over yet. He is, anyway, not quite as right-thinking as we thought he was. "No, the time to go is when the task we undertook in 1979 is complete. We must not let it be going through an awkward patch. The thing to do when things get awkward is to be more resolute. We must fight harder, and then we will win. It is utterly absurd to want to bed before the results. I'd better look at them now."

## The international debt crisis

# Reworking the Brady Plan: new money, old obligations

By William R. Rhodes

The Brady Plan, which aimed at giving new impetus to efforts to deal with the international debt crisis, is about to undergo an important evaluation. The Interim Committee, which sets policy for the International Monetary Fund and the World Bank, will meet in Washington on Monday to assess, among other things, the results of the Brady Plan so far and to consider modifications.

Introducing his plan a year ago, Treasury Secretary Brady proposed that voluntary debt reduction by the commercial banks replace new money as the centre-piece of the changed strategy. He also made the point, largely overlooked since, that some of the continuing flows of new money must remain an essential part of that strategy.

So far, the revised strategy has made reasonable progress. Agreements have been reached with Mexico, the Philippines, Venezuela, Costa Rica and Morocco. Deals remain to be negotiated with other countries, including two of the largest: Brazil and Argentina.

There are, however, some closely-related concerns we should have about the changed strategy. First, public sector resources to support debt reduction are failing to meet the expectations of some countries. This problem could be alleviated if other countries with surpluses followed the example of Japan in making funds available. In addition, government export development agencies should restore lines of credit more rapidly to countries which are making progress in economic reform.

Through the Paris Club, creditor governments should lengthen their restructuring and grace periods and lower interest payments, much as the commercial banks are doing. Recent cases have shown a willingness on the part of the Paris Club to address some of these issues, but more needs to be done.

The Interim Committee should consider modifying the Brady Plan along the following lines:

- The IMF and the World Bank should allow countries which are restructuring more

flexibility with resources that now must be allocated to specific types of debt reduction: cash buy-back, reduction of principal or debt service. Flexibility (the freedom to use the money at their discretion to achieve an overall goal) would enable countries to maximise the benefits of the funds.

- Offering more up-front enhancements would help the IMF and World Bank to speed up debt negotiations. Some funds from the IMF and World Bank are not available to countries immediately; instead, they are introduced over time. Negotiations between Mexico and the commercial banks were prolonged because of discussions over a \$1.2bn loan bridging the period until the enhancements took effect. Such a loan wouldn't have been made if the enhancements had been made available immediately.
- The World Bank's new Expanded Co-financing

new money. Both Mexico and the Philippines had a difficult time obtaining incremental new money to finance their growth and debt-reduction options and other countries could face similar problems in the future.

In order to grow adequately, many developing countries will continue to need some commercial bank funding to complement their own savings, foreign investment inflows and funds from official sources. Unfortunately, debt-reduction programmes - particularly those involving debt-principal reduction - encourage banks to terminate their lending relationships with participating countries. Many banks are doing so in keeping with their overall business strategy and it is appropriate that such relationships are ended through burden-sharing, by banks voluntarily taking losses through debt-reduction programmes. I believe there is a core

conversions and co-financing with the World Bank and with regional development banks, including the Inter-American Development Bank. With the possible exception of co-financing, these enhancements do not involve public funds, unlike enhancements for debt reduction.

We ought to be concerned with the significant increases in arrears in interest payments to commercial banks by a number of countries since the implementation of the Brady Plan. For some countries, these arrears show that the current strategy condones their use as a form of external financing.

Even more disturbing have been the actions of the international financial institutions in disbursing funds to some countries that are in substantial arrears to commercial banks. These institutions are beginning to see that arrears to commercial banks can also stimulate arrears to them. Continuing arrears will make it increasingly difficult to complete future commercial bank financing packages for the countries in question and therefore will retard their programmes of economic growth and reform.

A combination of voluntary debt reduction and some new money, where needed and justified, is the most promising way out of the debt crisis. This formula, however, can be successful only if the countries show marked progress in reforming and opening their economies and encouraging local savings and direct investment. Deeds speak louder than words.

With the opening of eastern Europe, the demand for capital presents an even greater worldwide challenge than it did before. A number of developing countries have accepted and are answering that challenge. If the Interim Committee adopts these recommendations, the nations concerned will be in a better position to reach their goals of stable and sustainable growth.

The author is Senior Executive International of Citicorp/Citi-bank.

## Core banks must be encouraged to keep lending to save developing countries from relying on internal savings, foreign investment and capital from official sources

Operations, or ECO, facility is intended for countries that have not restructured their debt, such as Hungary and Colombia. The Bank should extend it to countries that are successfully coming out of the restructuring process and are on a viable economic course - Chile and Mexico among them.

- The World Bank could accelerate the return of some countries to the voluntary markets by granting waivers to its negative-pledge clause, which prohibits a borrower from allowing anyone else to obtain a preferential position in the ranking of creditors. Banks already give this type of waiver. By waiving the clause, the World Bank would allow commercial banks to exercise a greater variety of financing techniques specifically designed for the countries' needs.

I am concerned about the heavy emphasis on voluntary debt reduction at the expense of some continuing flows of new money. Both Mexico and the Philippines had a difficult time obtaining incremental new money to finance their growth and debt-reduction options and other countries could face similar problems in the future.

In order for new-money flows to continue, there must be some encouragement for the core group of banks to keep lending. Otherwise, many developing countries will have to rely on internal savings, foreign investment and capital flows from official sources - a phenomenon that could severely limit the growth of such countries.

## LETTERS

### The pain of Soviet economic reform

From Mr Richard Lucas

Sir, Georgy Arbatov ("Challenge by the radicals," May 2) argues that Soviet economic reform should not inflict pain on its long-suffering people through some Polish-style shock programme. Economic pain was not the objective of the Polish programme. The terrifying reality is that introducing market relations to any Soviet Type Economy (STE) involves massive pain because:

- Price reform is fundamental if enterprises are to cover costs and market prices are to bring supply in line with demand. Price increases of several hundred per cent, which are inevitable given the huge monetary

overhang, hurt like anything - because they cut real incomes. May Day in Moscow suggests that the pain will be so bad, that strikes, further exacerbating the economic disaster, will follow.

Many Soviet enterprises are deeply uncompetitive, so without subsidies they will fail. Remember that the Soviet coal drinks more milk than she produces. Massive unemployment will follow the introduction of market relations.

It would be remarkable news if a painless way for STEs to be transformed into prosperous market economies were to be found.

Arbatov suggests that reform depends on its intrinsic

quality and the quality of its implementation, without recognising that freely-set prices, unemployment and bankruptcy, are necessary characteristics of market economies. This flawed approach is reminiscent of Jan Winicki's memorable description of the communists' approach to reform as "periscopes down."

No STE is going to have an easy time and more heavily-subsidised transition to a market economy than East Germany, and it is not going to be painless for them.

Richard Lucas,  
PA Cambridge Economic Consultants Limited,  
28-29 Hills Road,  
Cambridge

### 'No miracle' in farm settlement

From Mr C. David Naish

Sir, Last week's EC farm price settlement did not give farmers a generous hand-out, as may have been suggested in your editorial. The farm cartel saved again," May 1).

The rejoicing, such as it is, is over the reduction in totally unfair handicaps.

Although the "green rates" used to convert ECU farm prices into sterling will be closer to market exchange rates, there will still be some significant differences.

Thus taxes of 5-10 per cent will still be imposed on many UK farm exports while European imports will attract subsidies of a similar size. The higher returns which our farmers should be able to earn will help offset their rising costs.

C.D. Naish,  
deputy president,  
National Farmers Union,  
Agriculture House,  
Knightsbridge, SW1

### Britain grapples with its FGD commitments

From Mr Rhodri Morgan

Sir, In November 1988, Mrs Margaret Thatcher proudly told the United Nations that Britain would spend £2bn on its power stations to reduce sulphur dioxide emissions, the main cause of acid rain, as part of its contribution to international environmental improvements.

The sum was then confirmed by the Secretary of State for Energy as the cost of retrofitting 12,000MW of generating capacity.

Since then, however, the imperative of electricity privatisation have overtaken the imperatives of our world environmental obligations.

The amount of retrofitting has been reduced to 8,000MW. National Power and PowerGen, the successor companies to the CEBG, reckon they can still achieve the target reductions of 20 per cent by 1993, 40 per cent by 1995 and 60 per cent by 2003 - but by cheaper methods.

What they have in mind are more imports of low-sulphur coal and multi-million pound investments in gas-burning power stations. This is surely a "beggar my neighbour" policy.

If Britain buys more low-sulphur coal, it simply shifts the burden where low-sulphur coal is burnt. Some other customer in a less-developed country, less able to fit FGD, would then be burning high-sulphur coal.

The acid rain would continue falling. Britain would be doing its bit to the letter but hardly in the right spirit. Rhodri Morgan MP  
House of Commons, SW1

From Mr Jim Sweet

Sir, As reported in the FT ("MPS warned of threat to coal industry's existence," April 26), PowerGen has undertaken to build four GW (4,000MW) of Flue Gas Desulphurisation (FGD) by around 1998.

If construction times are similar to those for Drax power station, 1998 is the earliest date at which the stations could be commissioned, therefore eight GW of FGD by 1998 is a maximum.

That is the target date the EC will get really tough when we will be expected to have reduced our SO emissions by 40 per cent of the 1980 level.

The evidence presented to the Select Committee for Energy was, in general agreement, that to meet this target, the generating companies would have to burn around 35m tonnes of imported low-sulphur coal, even assuming eight GW of FGD and 10 GW of Combined Cycle Gas Turbines (CCGT).

This level of imports would represent a reduction in nearly half the coal purchases from British Coal.

It is clear then that British Coal's survival depends on its ability to persuade the generating companies to build more than eight GW of FGD plant.

If the generating companies do not build any more FGD, they will have to import low-sulphur coal regardless of price.

Both National Power and PowerGen were at pains to point out to the select committee that they would buy British

Coal at competitive prices. What was not made clear in evidence was the meaning of the term "competitive prices" in this context.

British Coal would have to offer coal at a cost that would compensate the generators for having to install FGD.

FGD removes 90 per cent of the sulphur emissions from coal plant, whereas substituting imported coal for indigenous coal removes approximately 30 per cent of sulphur emissions - so FGD is three times as effective at removing sulphur dioxide as imported coal, tonne for tonne.

So British coal would have to be cheaper than imported coal by about one third of the cost of building FGD.

But given that FGD takes seven years to build, this offer would have to be made seven years in advance and be competitive with the generator's estimates of future world coal prices and FGD costs.

This is a somewhat unorthodox use of the term "competitive prices."

What we are facing here is a strategic decision by National Power and PowerGen to reduce dependence on British Coal regardless of the possible cost of imported fuel.

This strategy may make the 2003 target of 60 per cent SO reductions much harder and more costly to meet, but such long-term objectives appear to be of no concern to the generators or the Energy Department.

Jim Sweet,  
Earth Resources Research Ltd,  
255 Pentonville Road, N1

### Heading nowhere

From Mr P. O'Keefe

Sir, We academics clearly live in Ivory Towers.

Our economic theory - based on notions of supply-demand interactions - is obviously not the way financial markets work. But could you please explain to those of us who struggle with theory, your heading? "Colleges urged to raise fees to expand enrolment" (May 2).

P.O'Keefe,  
Reader (Environmental Management),  
Newcastle-upon-Tyne  
Polytechnic

### Dialling in the dark

From Mr Desmond Benjamin

Sir, Would British Telecom please explain to a bemused public why our new telephone codes could not be split 671 for business lines and 061 for private lines?

I suggest that people know whether they are dialling a business or a private party, but few know the difference between Clapham and Crouch End (if there is one). Desmond Benjamin,  
3 Windermere Ave,  
Finchley, N3

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## Britain's opposition waiting in the wings

Michael Cassell on Labour's remarkable revival as an alternative to Mrs Thatcher

BRITAIN'S Labour Party, after an 11 year period in opposition, is taking even its most fervent supporters to task to doubt that it could ever escape, is now widely regarded as a government-in-waiting.

The prospect, not dimmed by the results of yesterday's local council elections, is taking time to sink in among Britain's European partners and in the United States.

Mrs Margaret Thatcher's near-record span as Prime Minister means she is seen almost as a permanent feature in the rapidly changing landscape of international politics.

The idea that she might have left the international stage within two years, some suspect as early as this summer, is now rapidly gaining ground.

In Britain, the Prime Minister and her party are enduring a crisis in public popularity which is so deep and enduring that observers now doubt that the Government can recover sufficiently in order to add to its last three successive election victories.

The chances of a Labour victory the fourth time around had always appeared slim, given the 102-seat majority secured by the Conservatives in 1987. But now the question is more whether the Government can achieve a recovery on a scale never previously achieved by overturning an opinion poll lead for Labour of well over 20 per cent.

Mrs Thatcher's deep problems, centred on continuing high interest rates, rising inflation and the newly introduced poll tax, the controversial and widely criticised system for raising local taxes, have helped present Labour with its best opportunity for years to get back into Downing Street.

If Mr Neil Kinnock, the 49-year old Welshman who will shortly become Britain's longest-serving opposition leader, does lead his party back to power it will prove to be a particularly personal triumph.

Elected leader of his party in 1983, following its second defeat at the hands of Mrs Thatcher, Mr Kinnock was initially forced to spend much of his time attempting to stamp out the internal, left-wing extremism which had rendered



Neil Kinnock

his party unelectable.

By the time it was his turn to face Mrs Thatcher at a general election, his task had not been completed and the party was still seen by voters as fundamentally split and clinging to a set of policies - most notably unilateral nuclear disarmament - which held no appeal for the electorate.

After the 1987 defeat and another crushing blow to party morale, Mr Kinnock and his closest advisers began a measured programme of reconstruction which was seen as perhaps the last opportunity to save Labour from terminal decline. The centre-ground Alliance parties, which had finished only a short way behind Labour in number of votes cast, appeared capable of taking its place.

The Labour leader began a two-year policy review in which every element of party policy went under the microscope. By the time it was completed last year, the party had dumped much of its old, ideological baggage.

No longer did the party hitch itself to penal rates of taxation for the better-off, while it abandoned its unwavering commitment to state-ownership as a central element in its blueprint for economic revival. Labour now embraced and actually encouraged the role of the market, while reserving the right

of the state to intervene when it was deemed to be in the public interest.

Having fought the 1983 election on a platform to withdraw Britain from the European Community, Labour now stood as an enthusiastic supporter. While it has its own reservations about community development, it speaks in positive tones while casting the Prime Minister as an increasingly negative and sceptical player.

The party has its own pre-occupation with Britain's entry into the exchange rate mechanism of the European Monetary System and appears no more enthusiastic over the prospects for monetary union than the Government.

In its latest policy document on Europe, Labour has emphasised that the EEC is not a military state and that progress towards unity should not lead to a European "super-state".

The European Parliament, it adds, should seek power to complement and not replace the role of national legislatures.

By 1998, Mr Kinnock felt able to make the case for the most fundamental change of all in party policy by publicly acknowledging that unilateralism was no longer credible. Labour government would accept something in return for the abandonment of its nuclear

forces, a stance endorsed by last year's party conference. No longer, Labour had also embarked on the reconstruction of its policy-making machinery. The party was still regarded as being almost totally in the pocket of the big trade unions, who were its principal paymasters and who dominated the policy-making annual conference with more than 90 per cent of all the votes cast.

Mr Kinnock, who has enjoyed an unparalleled mastery of the party's ruling national executive committee, used his strength to push through a programme of internal reforms intended to introduce a more deliberative, democratic decision-making process.

The principle of one-member-one-vote, to replace a quota system invariably dominated by unions or activists, is now being introduced, step-by-step throughout the policy-making machinery. Extremists have been largely, though not completely, purged.

Moves recently announced represent the first, tentative step towards dismantling the "black vote", cutting it back to 70 per cent. It could eventually be reduced to 50 per cent or even less.

At the same time, Labour has launched a campaign to restore it as a mass-membership party. Electoral disenchantment had brought membership down to well under 300,000 from nearly 1m after the last war. Although the campaign has been going for over a year, however, it has made only very limited progress. Until the numbers grow, the unions are likely to retain their grip on policy-making.

As for Mr Kinnock himself, his long years in opposition mean that he has none of the attractions of a new face on the political scene. He is still regarded in some circles as a lightweight who has performed a variety of about-turns on policy and who is not up to the task of following in Mrs Thatcher's footsteps.

But even political opponents acknowledge that the Labour leader's Herculean efforts to revive his party have paid handsome rewards. The big question is whether the tactical skills he has used to knock his party into shape are sufficient to qualify him for government.

For the last year, as the Government's fortunes have deteriorated, Labour has emerged as the only beneficiary. It now stands accused of maintaining a low profile, of failing to spell out the details of its own policies or its vision for the future of Britain. Its poll performance, say the critics, is merely a reflection of the Government's low standing, rather than a positive reflection of its appeal.

Both Mr Kinnock and his party's policies will now begin to come under detailed analysis and attack from its opponents, who must undermine its hard-won standing as an increasingly competent and attractive political force. Labour must prove that its transformation is genuine and that it has an aptitude for sensible policies offering a change of direction after more than a decade of Thatcherism.

If the Government's fortunes soon begin to improve, then Labour's rare and heady spell of popularity will begin to wane. The battle for Downing Street will then begin to make sense. Mr Kinnock's previous trials and tribulations look like a rather low-key trial run.



Margaret Thatcher

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## Coalmen knock the props from Globe

When remarks by the late Bobby Kennedy about the abuse of power are trotted out by the Association of Investment Trust Companies to attack the British Coal pension funds' bid for one of their members, it is time to look the other way. The battle for Globe Investment Trust may be an upsetting sight for a few cosy fund managers, but it does not deserve to be elevated to a City cause célèbre. It would be nice to think the rather hysterical reaction in some quarters to the 21bn bid is a cunning ploy to jack up the price. But the more one listens to the AITC and Globe, the greater the sense that they really believe their propaganda. Preserving the investment trust flock seems to be more important than welcoming bids which should help eliminate the traditional sector discount. This is not the response of a healthy industry.

As it is, the coalmen have moved swiftly to defuse any reasonable criticism. The loan note alternative and the novel investment trust tracker fund may not be perfect substitutes for an investment in Globe. But given the latter's mediocre performance in the past and the vast superior alternative Globe shareholders cannot argue that they are being greatly harmed.

This was always going to be a difficult bid to defend. Given that the FT-SE 100 has already fallen by 50 points since it was launched, the odds are that Globe will be taken out at 191p.

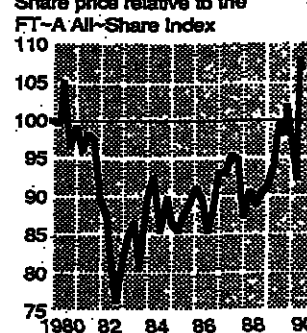
The only way Globe can redeem its reputation and that of the industry is by agreeing to break itself up. But its past record holds little promise of such initiative.

Philips Even for a company with such a deplorable recent record, Philips' first quarter results are really something. For several years, the group has masked the decline in its operations with asset disposals. Indeed, stated net earnings this time are up by over 50 per cent. But operating margins are down from 4.5 per cent to 3.5 per cent, and in sterling terms, sales of over £4bn have produced true net earnings of a little under £2m.

It is impressive that Philips should remain so committed to primary development in electronics. But the fundamentals are looking less and less appealing: the fall in the yen, the threat of reduced EC tariff barriers and the fact that in an

### Globe

Share price relative to the FT-SE All-Share Index



era of dear money, interest cover in the latest quarter is only 1.2 times. Even after yesterday's 11 per cent fall to 33.80, the shares are still on over 11 times last year's earnings, including profits on disposals. This year, earnings must be substantially down. In the past seven years, the shares have underperformed the Amsterdam house by two thirds. There seems no reason for the trend to change.

### Rolls-Royce

1990 has produced some of the most sustained outperformance to be seen from Rolls-Royce's shares since flotation. The details of yesterday's news from Rolls and BMW about their West German aero-engine joint venture, and BMW's 1 per cent stake in Rolls, will mean more to small boys and aerospace buffs than they do to the average fund manager. But it seems a bullish sign nonetheless.

Since BMW is not the big mystery buyer which has been standing in the London market in the last week or so, somebody else must be; and with the shares still on only about 8.5 times 1990 earnings and £200m of net cash in the balance sheet, Rolls hardly looks over-valued at 190p. Rolls is also cutting BMW in for 5 per cent, but no more of the new Trent engine, which suggests confidence about its ability to finance that programme.

Wellcome Yesterday's 3 per cent drop in the Wellcome share price seemed a meagre response to a set of interim figures at the top end of market forecasts. But if Wellcome's price were based on immediate results it would not be on 30 times historic earnings, especially after yesterday's underlying rise in trading profits of less than 10

per cent. The key is still the outlook for Retrovir, particularly in asymptomatic carriers of the AIDS virus, and on that subject Wellcome, true to form, maintains a steadfast silence.

The fundamental puzzle on the shares thus remains. The rest of the drug portfolio, both present and future, is sound but less exciting. There is also an interesting question of what will happen to management style under a new chairman, chief executive and finance director, none of whom had any connection with the company in the days before its flotation. But all this is overshadowed by unanswerable questions about demand, pricing, dosage and competition for Retrovir.

Then again, it was always thus; and it is worth recalling that the shares are now higher relative to the market than at any time since flotation four years ago, having outperformed by a factor of three along the way.

### Norwich Union

With one stroke and a mere £257m of policyholders' money, Norwich Union has crowned itself king of New Zealand's non-life insurance market. It is not much to be proud of New Zealand has only 3.3m inhabitants, so that the State Insurance Office which Norwich Union is buying there is probably about the same size as its Watford branch. It is also significant that Barclays Bank economists reckon the New Zealand economy is still structurally weak and will grow at less than the OECD average between now and 1994: that the local stock market is no higher than in 1988; and that this deal gives Norwich Union no access to more exciting Pacific territories.

To be sure, if you really like New Zealand, the State Insurance Office was the best buy, with a low expense ratio. This dominant current net asset value, the purchase price of £N2735 is less than General Accident paid for NZI's insurance operations. But it is depressing that a British insurer is making its largest insurance acquisition since 1959 opt not for Europe but for undynamic and safely English-speaking New Zealand. The usual excuse is that in Europe asking prices for insurance companies are too high. If so, British insurers should hand their resources until prices in Europe fall again, as they may.

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## UK offers new plan for monetary union

By Philip Stephens, Political Editor, in London

BRITAIN is to make new proposals for European economic and monetary union as an alternative to the plans for a single currency and central bank favoured by the European Community partners.

The initiative, disclosed yesterday by Mrs Margaret Thatcher in the House of Commons, intensified speculation that the Prime Minister has now accepted that Britain should soon take up full membership of the European Monetary System.

Some senior UK ministers believe that sterling could be participating in the EMS exchange rate mechanism at the end of the year, initially within the wide margins of fluctuation currently applied to the Spanish peseta.

Providing a further sign of the Government's efforts to adopt a more positive tone towards European integration, Mrs Thatcher said the latest proposals would focus on strengthening co-operation to the benefit of everyone.

She hinted that the plans would be published alongside Britain's separate response to the Franco-German call for the Community to move towards political union.

Mrs Thatcher made clear that Britain was still opposed to the principle of the single currency and European central bank envisaged in stages two and three of the Delors report on economic and monetary union. That report will provide the basis for the intergovernmental conference of the 12

member states scheduled to begin in December.

Her comments, however, indicate that the Government has recognised that the "competing currencies" scheme it tabled last year is not a sufficiently credible option to take to the conference. That scheme has received a less-than-enthusiastic response in other European capitals.

Mrs Thatcher gave no details of the new proposals, but they are expected to concentrate on enhancing the commitment to exchange rate stability already implied by the EMS exchange rate mechanism.

One suggestion last night was that Britain might propose a progressive tightening in the rules governing currency fluctuations within the ERM alongside progressive improvements in the mechanisms for closer co-ordination of monetary policies. The aim would be to forge an alliance with the influential West German Bundesbank, which has backed a gradualist approach to European monetary union.

It is far from clear, however, whether such proposals, some of which are already assumed in stage one of the Delors report, will be sufficient to deflect the more ambitious goals of many other EC governments. The logic of ever-tighter rules within the ERM points to an eventual commitment to a system of fixed exchange rates, but the Prime Minister indicated this week that she is still unconvinced such a regime is possible.

## Thatcher resists pressure for diplomatic move on hostages

By Michael Cassell and Victor Mallet in London, Robert Mauthner in Brussels and Kieran Cooke in Dublin

MRS Margaret Thatcher yesterday welcomed the role played by Iran and Syria in the recent release of two US hostages in Lebanon, but forcefully reaffirmed her government's refusal to consider any deals to free the four British captives there.

With pressure mounting at Westminster for a fresh diplomatic drive on the hostages issue, and further anti-western statements emerging from Iran and its supporters in Lebanon, the Prime Minister maintained the Government's long-held position that it would not give in to what she described as "blackmail".

Mrs Thatcher, however, told the House of Commons that Britain would continue to use "quiet contacts to work for the release of the hostages".

Mr Douglas Hurd, the Foreign Secretary, said for the first time that Britain - which has no formal diplomatic relations with Iran or Syria - was prepared to consider direct talks on the hostages.

"I do not rule out direct talks, but one needs to be clear that they are likely to be successful," he said after meeting

Mr James Baker, US Secretary of State, in Brussels.

Dr Robert Runcie, the Archbishop of Canterbury, has called for direct talks between Iran and Britain.

In Washington, President George Bush reaffirmed his own "no deals" policy while continuing to make friendly gestures towards Iran. He said the US was willing to help Iran discover the fate of a group of missing Iranians captured by Christian militiamen in Lebanon eight years ago, although the Iranians were believed to have been killed.

"If there is some way we can go back and get any information to relieve the anxiety of the loved ones of those people, we ought to do that," Mr Bush said. "I would have in mind any gesture that wouldn't be perceived as negotiating for the release of the hostages."

President Hashemi Rafsanjani of Iran, meanwhile, accused the US of acting like a "stubborn and spoiled child full of complexes" for refusing to strike a deal over the hostages.

Mr Rafsanjani poured scorn on Washington for indicating that the US might restore ties with Iran if all the hostages were freed, saying Iran did not want to have diplomatic relations with the US.

that the US might restore ties with Iran if all the hostages were freed, saying Iran did not want to have diplomatic relations with the US.

In Lebanon, Mr Hussein Mousawi, a leader of the Iranian-backed Hizbollah organisation behind the kidnapping of the 15 westerners still held, suggested that Britain should follow the US and France in making gestures to obtain the release of its hostages.

The sisters of Mr Brian Keenan, the teacher with dual British and Irish citizenship held hostage for more than four years, have been told by Mr Frank Reed, one of the freed US hostages, that they should continue to emphasise Mr Keenan's Irish nationality.

"He told us that the British were not doing enough to help their hostages. Brian is insisting he is Irish," said Mrs Elaine Spence, one of Mr Keenan's sisters.

Iran broke off relations with Britain last year over the Salman Rushdie affair, and Britain cut ties with Syria in 1986 after accusing Syrian diplomats of involvement in a plot to blow up an Israeli airliner.

## US trade board investigates domestic Japanese car makers

By Peter Montagnon in London and Nancy Dunne in Washington

THE US Federal Trade Commission (FTC) is investigating the activities of Japanese car manufacturers in the US following complaints from US industry that they have entered into exclusive relations with parts suppliers.

The disclosure yesterday by Ms Janet Steiger, FTC Chairman, said that the investigation under way comes after intensive efforts by the Bush Administration to patch up its trade difficulties with Japan to pave the way for progress in the Uruguay Round of multilateral trade liberalisation talks.

Despite intense pressure from the US car components industry, which ran a deficit with Japan of \$8.5bn last year, President Bush decided a week ago not to place Japan on the 1990 list of unfair trading coun-

tries which his Administration was obliged to compile under the terms of the 1988 Trade Act.

However, the FTC investigation suggests that the Japanese car industry has not after all escaped scot free.

Ms Steiger said the investigation would focus on "ownership interests, supply contracts, any evidence of discriminatory pricing, and the possibility that singly or in combinations, these tactics may produce exclusionary effects which limit the ability of US firms to compete effectively."

It will examine the activities of the Honda, Nissan, and Toyota concerns, all of which have set up manufacturing facilities in the US. Ms Steiger told the House Judiciary Committee it was necessary to see

whether they had established exclusive relationships with component suppliers to their US plants.

In March, Senators John Danforth and Fritz Hollings wrote to Ms Steiger asking for an investigation into the companies because they said there was evidence that Japanese firms were denying business to US suppliers.

They said they were concerned that Japanese car manufacturers had equity interests in component suppliers who would hold their prices down to keep out competition.

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### WORLDWIDE WEATHER

City	Temp	Wind	Cloud	City	Temp	Wind	Cloud
Auckland	15	10	Partly	Madrid	18	10	Partly
Bombay	28	10	Partly	Moscow	12	10	Partly
Buenos Aires	24	10	Partly	Mumbai	28	10	Partly
Calcutta	28	10	Partly	Nairobi	22	10	Partly
Cairo	24	10	Partly	Rangoon	28	10	Partly
Cardiff	12	10	Partly	San Francisco	18	10	Partly
Chennai	28	10	Partly	Sao Paulo	22	10	Partly
Dhaka	28	10	Partly	Seoul	18	10	Partly
Delhi	28	10	Partly	Singapore	28	10	Partly
Dublin	12	10	Partly	Sydney	22	10	Partly
Edinburgh	12	10	Partly	Taipei	22	10	Partly
Hong Kong	28	10	Partly	Tokyo	18	10	Partly
Kuala Lumpur	28	10	Partly	Ulaanbaatar	12	10	Partly
London	12	10	Partly	Yokohama	18	10	Partly
Los Angeles	18	10	Partly				
Manila	28	10	Partly				
Mexico City	22	10	Partly				
Moscow	12	10	Partly				
Mumbai	28	10	Partly				
Nairobi	22	10	Partly				
Rangoon	28	10	Partly				
San Francisco	18	10	Partly				
Sao Paulo	22	10	Partly				
Seoul	18	10	Partly				
Singapore	28	10	Partly				
Sydney	22	10	Partly				
Taipei	22	10	Partly				
Tokyo	18	10	Partly				
Ulaanbaatar	12	10	Partly				
Yokohama	18	10	Partly				

C: Cloudy D: Drizzle F: Fair FG: Fog H: High R: Rain S: Snow T: Thunder I: Heavy Drizzle



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## INSIDE

### Bloomingdale's off the block

Bloomingdale's, the top US department store chain, is no longer for sale. Its owner, Federated Department Stores, the debt-burdened subsidiary of Canada's Campeau Corp which sought protection from creditors earlier this year, said yesterday that it had changed its mind about the sale because of "market circumstances", as well as Federated's own financial condition. Page 24

### USX: smaller than the sum of its parts?

If USX, the American steel and energy group, were to shrug off its entire steel business into a separate company, investors would end up with shares in two companies worth more apart than together. So says US corporate raider, Carl Icahn (left), who, as the owner of 13.3 per cent stake in USX, is pushing the idea against fierce opposition from the company's management. Mr Icahn hopes USX shareholders will agree with him when the matter is put to a vote at next week's AGM. Page 24

### Norwich Union buys NZ insurer

At one stroke, Norwich Union, the UK mutual insurer, has become the biggest non-life insurance company in New Zealand. Its surprise victory in the bid for the New Zealand Life Insurance Co. (NZLIC), New Zealand's biggest general insurer, gives it 36 per cent of the country's motor and 24 per cent of its household insurance. The price, at £257m (US\$422.3m), was high. But Norwich Union could not pass up what it saw as an uncommon opportunity to buy a profitable insurance business. Page 29

### Out of the bund backwater

Two years ago the Germany cash market in bonds was little more than a domestic backwater. But it is now being hailed into the twentieth century, helped by the recent intense interest in bund futures in London. Life's contract is established as a liquid market and Frankfurt will have a struggle to wrest business back when its own futures contract is launched in August. Deborah Hargreaves examines the sensitivity between London and Frankfurt. Page 27

### Lucrative streak amid the gloom

The Tokyo Stock Market suffered some of the worst falls in its history earlier this year, but certain Japanese companies were able to profit from the crisis. These were Japanese exporters to which the weak yen brought higher revenues and increased competitiveness. Michio Nakamoto finds that, even in extremity, investors in Japan can find a lucrative investment theme. Back Page

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### Chief price changes yesterday

FRANKFURT (DM)			LONDON (Pence)		
Alcoa	804	+ 17.5	ASB Bank	31	- 7
Bayer	805	+ 45	BAT Inds.	276	- 18
Bombardier	805	+ 45	BTI	384	- 7
Bois	800	+ 25	Burgess	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13

NEW YORK (US\$)			LONDON (Pence)		
Alcoa	804	+ 17.5	ASB Bank	31	- 7
Bayer	805	+ 45	BAT Inds.	276	- 18
Bombardier	805	+ 45	BTI	384	- 7
Bois	800	+ 25	Burgess	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13
Bois	800	+ 25	Carlsberg	355	- 13

## BMW in Rolls-Royce joint venture

By Andrew Fisher in Frankfurt and Paul Betts in London

BMW, the luxury car producer, is teaming up with Rolls-Royce of the UK in a joint venture to make commercial aero-engines.

For BMW, the agreement marks a modest but significant move back into the sector in which it started more than 70 years ago. For Rolls-Royce, the move provides a European partner for its commercial jet engine business.

Rolls-Royce shares fell 5.5p on the day, to close at 194.5p, reflecting disappointment by speculators who had been hoping that a hostile stakeholder might

have been behind recent heavy trading in Rolls-Royce stock.

BMW confirmed it had acquired a 1 per cent stake in Rolls-Royce, as a symbol of the relationship. Rolls-Royce said it had no plans to buy shares in BMW.

Sir Ralph Robins, deputy chairman of Rolls-Royce, said: "The new joint venture is a major step towards strengthening the European aero-engine industry and will be fully supported by Rolls-Royce and its technology."

The new joint venture will absorb the aero-engine subsidiary of KHD, the German engineering company, which BMW bought yesterday. BMW gave no price for its purchase of KHD Luftfahrt-technik, which had a turnover of some DM180m in 1989. But Mr Eberhard von Kuenheim, BMW's chief executive, said the price was below the turnover figure.

BMW has taken a cautious approach to diversification, unlike its rival Daimler-Benz which has plunged heavily into the aerospace, defence and electronics industries. Mr von Kuen-

heim said yesterday: "We don't want to enter into things we don't understand. Here, we understand about half of the business. We believe that we can obtain (from the new partnership) impulses for our existing materials and combustion technologies. There will be two-way synergies."

Mr von Kuenheim said the newly purchased company, in which Rolls-Royce will take a 49.5 per cent stake after a capital increase, would expand considerably as the UK concern contrib-

uted production and development work. Its workforce of 900 would increase and its location would eventually be moved from Oberursel, near Frankfurt, where room for expansion is limited.

The new venture will collaborate with the Rolls-Royce Tay and Trent civil engine programmes. It will then begin the design and development of new engines of less than 20,000 pounds of thrust, to supply demand for re-engineing of old aircraft and new aircraft in the 75-seater regional airliner market.

## Modest alliance between two pioneers

Paul Betts and Andrew Fisher report on the links between international jet engine makers

The agreement between Rolls-Royce and BMW to form a joint aero-engine company is the latest example of a scramble for international alliances in the aircraft engine industry.

Joint ventures, shareholding participations, licensing agreements have all become part of the way of life of the aviation business," a Rolls-Royce official remarked yesterday.

The pace of deal-making has been accelerating. The three leading aero-engine companies - General Electric and Pratt & Whitney in the US and Rolls-Royce in the UK - have each sought to clinch new partnership agreements to help them compete in a cut-throat global market.

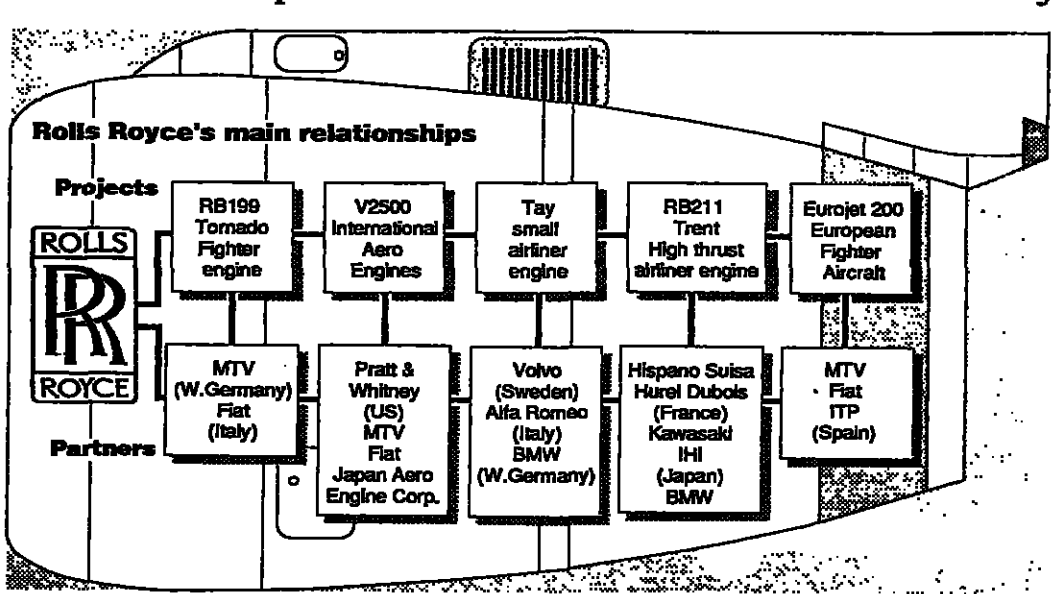
The alliance between the UK aero-engine group and the West German luxury car company comes on the heels of another, more controversial co-operation agreement.

Earlier this year Pratt & Whitney announced links with Motoren- und Turbinen Union (MTU), the largest West German aero-engine company, which is controlled by Daimler-Benz. That agreement provoked a law suit from GE. Pratt's arch rival, claiming that the Germans had breached collaboration agreements with the US group.

Of the three big aero-engine manufacturers, Rolls-Royce is by far the smallest. It has also lacked a strong partner in Europe in the civil engine sector.

The successful co-operation agreement between GE and Snecma, the French state-owned aero-engine company, coupled with the recent alliance between Pratt and MTU, clearly put additional pressure on Rolls-Royce to find a European partner of its own.

One of the significant aspects of the new company - to be 50.5 per cent owned by BMW and 49.5 per cent by Rolls-Royce - is that it will involve the German part-



ner in two of Rolls-Royce's most promising civil aero-engine programmes.

These are the Tay engine, which powers the Gulfstream IV executive jet and the strongly selling Fokker 100 regional jet; and the Trent, the largest of the Rolls-Royce civil engine family.

Rolls-Royce has high hopes for the Trent. This big thrust engine is designed to power the new generation of wide-body aircraft by Boeing, McDonnell Douglas and Airbus which is expected to account for an increasingly important share of the commercial aircraft market.

But Rolls-Royce is facing tough competition from Pratt, with its PW4000 engine, and GE, with ambitious plans to develop a new big thrust engine, the GE90. All three manufacturers have sought risk sharing partners to back their big engine programmes.

Before the BMW agreement, Rolls-Royce had secured for the Trent the participation of two recent years' companies and Hispano-Suiza of France. These com-

panies currently represent about 15 per cent of the Trent programme.

BMW will now take a 5 per cent stake in the Trent, bringing the total participation of partner companies to 20 per cent. BMW will also take a small stake in the Tay, which already has Volvo and Alfa Romeo as partners.

The deal between Rolls-Royce and BMW has been reinforced by BMW's acquisition of a 1 per cent stake in the UK group. Rolls-Royce does not plan to acquire a similar stake in the West German group.

The alliance with BMW appears, at this stage at least, small by comparison with the GE-Snecma partnership and the proposed links between Pratt and MTU. It is none the less a response by Rolls-Royce to the continuing efforts of its two big US rivals to consolidate their respective positions in the European market. Rolls-Royce, a big supplier to British Airways, is still seeking to make a breakthrough among continental European airlines. It has, however,

made important inroads of late in the US and Far East markets.

For BMW the deal with Rolls-Royce represents a return to the company's roots. BMW began life in the aircraft engine sector in 1916; its white and blue emblem is a stylised representation of a propeller. It began selling out of its aerospace company in the mid-1950s, when it ran into financial difficulties. MAN bought half of the company, and took over the other 50 per cent in 1968.

The activities were subsequently sold to MTU, now part of Daimler, with which Rolls-Royce now co-operates in military programmes for the Tornado and European Fighter Aircraft engines. MTU is also a partner with Rolls-Royce. Pratt and a Japanese consortium in the V2500 International Aero Engines civil programme.

The new joint aero-engine company will take over the business of KHD Luftfahrttechnik, a subsidiary of KHD-Korner-Humboldt-Deutz, which BMW has bought

for an undisclosed sum. These activities have a turnover of about DM180m. Industry sources expect the partners to invest around DM1bn in the new company over the next 10 years.

The transaction with KHD is not BMW's largest move outside Germany. Last year, it bought Kontron Electronics, with DM316m of turnover, from Switzerland's Roche Holding - but it is the most significant.

It appears to represent a cautious and carefully calculated response by BMW to Daimler's grand ambitions in the aerospace sector. At one stage, the government of Bavaria, then headed by the strong-minded Prime Minister Franz Josef Strauss, tried to interest BMW in taking a stake in Messerschmitt-Bölkow-Blom (MBB), which Daimler-Benz recently acquired. But BMW, headed by Mr Eberhard von Kuenheim, its financially cautious chief executive of the past 20 years, thought the commitment and risk would be too great.

Mr von Kuenheim has made no secret of his view that Daimler has stretched its management resources to the limit by acquiring MBB, MTU, Dornier, and AEG throughout the 1980s. He has said that BMW itself is not interested in diversification as an end in itself, but only in investing in businesses which meet three criteria. They must not tax the company's resources; they must not be too far removed from core; and they must have a promising future.

BMW gave few details of its joint plans with Rolls-Royce yesterday. It said, however, that the present activities of KHD Luftfahrttechnik, which include Airbus contracts as well as military work such as helicopters, would be continued. "We've been interested in aircraft engines for some time as it is a sector of which we still have some understanding on the production and technical side," Mr von Kuenheim said yesterday.

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## GM and Ford report sharp falls in first quarter profits

Martin Dickson in New York

GENERAL Motors and Ford, the two leading US automobile manufacturers, yesterday reported sharp drops in first quarter net income, due mainly to weak demand and ferocious competition in the American car market.

General Motors saw earnings fall by 54 per cent to \$710m. Ford declined 89 per cent to \$508m. Both planned much of the blame on cuts in US production, designed to bring dealers' bloated inventories more in line with demand for new cars.

US vehicle sales in general have been running well below last year's levels during the spring buying season, and price competition between the big US

manufacturers and Japanese companies means that little money is being made in the domestic car market.

However, GM, the largest US manufacturer, which has suffered a serious erosion of its once overwhelming domestic dominance, reported that it had gained market share compared to the first quarter of last year, with 35.2 per cent of the total vehicle market, up 0.7 per cent. In a declining market, its total US retail sales rose 1.4 per cent to 1.24m units. Ford, the most successful of the US manufacturers during the 1980s, saw its US car market share dip from 22.3 per cent to 21.8 per cent, but said it

expected this to improve over the next few months as new products came through.

Outside the US, GM's very successful European operations meant overseas profits continued at record levels, but Ford suffered from labour problems in the UK and the stringent economic reforms in Brazil.

GM's profits were towards the upper end of analysts' expectations and its shares rose on the New York Stock Exchange to stand at \$45 1/4, up 3/4% from \$44 1/2. US stock prices were below best expectations, its shares also rose 3/4% to trade at \$45 1/4.

Details page 24

## Eugene Rotberg resigns from senior post at Merrill Lynch

By Alan Friedman in New York

MR EUGENE ROTBERG, the former World Bank treasurer who three years ago was appointed a senior executive of Merrill Lynch, the Wall Street investment house, has resigned from the company with effect from July 31.

Mr Rotberg, who in the 1980s became one of the most influential and respected figures in the international capital markets, could not be reached for comment yesterday.

Merrill Lynch denied, however, that there was any policy dispute and said Mr Rotberg merely wished to devote more time to teaching, matters of international public policy and the identification of investment opportunities in developing countries.

In his position as World Bank Treasurer Mr Rotberg built up a formidable reputation in the



Eugene Rotberg: respected in international capital markets

Euromarkets as a pioneer of new financing techniques, including currency and interest rate swaps.

He left the World Bank in 1987 after policy disagreements with Mr Barber Conable, the World Bank president.

The Treasury operations headed by Mr Rotberg at the World Bank were responsible for managing the Bank's \$20bn of cash balances and raising more than \$10bn a year in new borrowings.

Merrill Lynch said yesterday that, since joining in 1987, Mr Rotberg had successfully completed his primary assignment - the establishment of a firm-wide risk-monitoring and control system and the developing of relationships with governments and supranational entities.

Prior to joining the World Bank, Mr Rotberg had also served as a chief counsel for the US Securities and Exchange Commission (SEC).



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## INTERNATIONAL COMPANIES AND FINANCE

## Philips plummets to Fl 6m in first quarter

By Laura Raun in Amsterdam

PHILIPS, the Dutch electronics group, reported that net income from normal business operations fell drastically to Fl 6m (\$3.1m) in the first quarter from Fl 233m a year earlier.

But a Fl 330m book gain from the sale of European defence activities boosted final net income to Fl 336m. Per-share earnings climbed 48 per cent to Fl 1.21 from Fl 0.82.

Philips blamed the sharp decline in normal operations' net income on losses in information systems and in foreign exchange translations, where Fl 80m was lost. "Other business income," which includes proceeds from machinery, for example, also fell drastically to Fl 2m from Fl 58m.

The Dutch company, whose consumer electronics chief, Mr

Jan Timmer, will take over as president and management board chairman next year, downgraded its forecast for all 1990. It said it would now be difficult to match the 1989 level of Fl 72m in net income from normal business operations. Previously Philips had said it would exceed that level.

Operating income fell to Fl 450m from Fl 611m as labour costs grew Fl 80m despite having fewer employees. Philips refuses to disclose separate figures for product divisions.

In the electronic components division, integrated circuits' losses narrowed, but that was offset by falling prices for colour TV picture tubes.

The professional products division, which includes information systems, suffered a loss



Jan Timmer: president-to-be

due to information systems and the deconsolidation of defence activities. Provisions

are being taken both for restructuring and for downward revaluation of inventories.

Operating income in lighting, traditionally the backbone of Philips' earnings, decreased slightly due to lower profitability in the US.

In sharp contrast, operating income in consumer electronics doubled in the first quarter compared with a year earlier. Audio and video cassette recorders did particularly well.

Wider foreign exchange losses were largely blamed for a swing in the gearing adjustment to a Fl 32m charge from a year-earlier Fl 87m gain and for the rise in financial charges to Fl 373m from Fl 960m.

Sales rose to Fl 12.2bn in the January-March period from

Fl 12.64bn in the like period of 1989. Lighting sales fell 4 per cent.

If exchange rate movements and changes in consolidations are excluded, total turnover increased 8 per cent. Consumer products sales grew 10 per cent when ignoring exchange rate movements.

Europe, where sales growth was appreciably higher than market growth, accounted for most of the increase in consumer electronics.

In the components division, sales of integrated circuits picked up in the US although prices remained under pressure. Inventories as a percentage of sales improved to 23.3 per cent at the end of March from 25.3 per cent a year earlier.

## Stet books earnings rise of 18% to L735bn

By Haig Simonian in Milan

STET, the Italian state telecommunications group which comprises both manufacturing and operating activities, released net earnings which increased by 18 per cent to L735bn (\$690m) for last year from L622bn in 1988. The rise was much less marked at consolidated group level with a 5.3 per cent climb to L1,355bn.

The jump in profitability stemmed from a buoyant market and improvements in efficiency, Stet said.

The group, shares in which have witnessed strong demand on the bourse on the basis of the country's heavy telecommunications investment plans, with a scrip issue of one new ordinary or savings share for every four shares currently held.

The new shares will qualify for the 1989 dividend. As a result, although the dividend is not being raised from last year's L100 for ordinary shares and L120 for saving shares, the overall sum allocated will rise by 25 per cent to L489bn from L391bn in 1988.

The company, which is simultaneously proposing to halve the nominal value of both categories of shares to L1,000 a share from L2,000 at present, said parent company gross profits jumped by 25 per cent to L1,607bn from L808bn in 1988.

Consolidated gross earnings rose by 17 per cent to L2,208bn while group turnover, adjusted for disposals, went up by 12 per cent to L17,727bn.

Shareholders of Rizzoli-Corriere della Sera, Italy's second-largest publishing group, on Wednesday approved 1989 results showing higher profit and sales along with a capital increase of L17.4bn, AP-DJ reports.

The capital increase to L17.4bn is for the purchase of a 46.6 per cent stake of Editore Editrice Fabbrini publishing group.

RCS, which is effectively controlled by the Agnelli family of auto tycoons, posted net profit of L86.6bn in 1988, up from L52.1bn a year earlier.

Consolidated group sales rose 8.3 per cent to L1,613bn.

## KHD completes reshape and returns to black

By Andrew Fisher in Frankfurt

KHD, the West German engineering company which ran deeply into the red three years ago, yesterday said it had come to the end of its restructuring programme with the sale of its US farm machinery subsidiary and was now making operating profits for the first time in four years.

It has sold the loss-making Deutz-Allis, which it bought in 1986 from Allis-Chalmers of the US and which had a turnover of DM522m (\$310m) last year, to its former management and a US financial group in a deal back-dated to December 31 1989.

In addition, BMW, the German car producer, has bought KHD Luftfahrttechnik, an aero-engine company with turnover of nearly DM200m. KHD gave no price for the sales.

KHD, the main products of which are diesel engines and turbines, said it turned in its first positive operating result last year since 1985, with a rise from a loss of DM130m to a profit of DM40m. It expects this to rise further in 1990. After

meeting the extraordinary losses associated with the Deutz-Allis sale, its overall 1989 result will be around break-even.

KHD, 125 years old last year, has cut its labour force drastically to help restore its finances and streamline its production after making a net loss of DM385m in 1987. This narrowed to DM58m in the following year and compared with a net profit of DM38m in 1986. The problems lay mainly in tractors and farm machinery and in industrial plant.

Yesterday, KHD, which originated with the world's first engine factory in the 1860s, said the way was now free for it to concentrate on its main activities. It is the biggest producer of air-cooled diesels in the world, of which it began regular production in 1944. It has also developed engines which are both fuel-efficient and environmentally clean. The company, based in Cologne, said losses of Deutz-Allis had been reduced from DM136m in 1987 to DM15m last year.

## Earnings at Elkem plunge to NKr29m

By Karen Fossli in Oslo

NORWAY'S ELKEM, one of the world's biggest suppliers of ferroalloys and silicon metal, suffered a collapse in first-quarter profits, before extraordinary items, to NKr29m (\$4.4m) from NKr491m a year ago.

Group turnover slipped to NKr2,170m from NKr2,680m.

Elkem warned that aluminium prices, which were pushed downwards in the first quarter, would remain low in the second period.

At the same time the purchase costs of raw materials were considerably higher in the first three months of this year than during last year. Elkem suggested this trend may continue.

Operating profit plunged to NKr86m in the first quarter from NKr488m last year. Oper-

ating costs were reduced to NKr1,990m from NKr2,090m.

Net financial earnings fell to NKr64m in the period from NKr63m in the first quarter of 1989. Elkem earned NKr5m on foreign exchange transactions and NKr17m from the sales of securities.

However, the company lost NKr32m on the sale earlier this year of Norblik, a packaging company.

Elkem forecast increased demand and improved prices in the second half of this year for its main products.

● Saga Petroleum, Norway's largest independent oil company, on Wednesday agreed to purchase a 10 per cent stake in Elkem from Bergesen, the big Norwegian shipping company. The deal increases Saga's stake in Elkem to 12.34 per cent.

## ICI sells Spanish stake

SOLVAY, the Belgian chemical concern, said yesterday it had bought the 25 per cent stake in Hispania of Spain that it did not already own from Imperial Chemical Industries of the UK.

Terms were not disclosed. Solvay declined to provide further details, AP-DJ reports.

Solvay said Hispania operates a 130,000 tonne a year polyvinyl chloride (PVC) unit at Martorell, near Barcelona.

It is also the major shareholder in Viniclor, a company that makes vinyl chloride, which is necessary for PVC production.

## Four European airlines agree on co-operation deal

By Our Financial Staff

SWISSAIR, Austrian Airlines (AUA), Finnair and Scandinavian Airlines System (SAS) have agreed to co-operate in such areas as customer service, marketing, sales and technical fields.

The aim is to offer customers quality service throughout Europe and elsewhere.

The airlines called the agreement, signed in Vienna, the European Quality Alliance. Mr Herbert Papousek, AUA president, said the partnership would not lead to a merger, but rather cement close co-operation.

All four companies have stressed the need for partnerships to compete in the liberalised European air market of the 1990s. The four companies will co-ordinate schedules, and are considering a joint cargo centre in Vienna, as well as check-in collaboration at various airports.

Swissair, Switzerland's shareholder-owned national carrier, already has entered into an array of alliances with such airlines as Delta of the US, SAS, Austrian Airlines, and Singapore Airlines.

The alliance will make the group of airlines the leading conveyor of airline passenger traffic between east and west Europe, according to the announcement.

## Cockerill Sambre doubles net profits

By Lucy Kellaway in Brussels

COCKERILL Sambre, the state-controlled Belgian steel company, yesterday announced that its net profits had more than doubled last year from Bfr7.2bn to Bfr15.4bn (\$443m) due to strong demand all round for its products.

The results capped an active year in which the group put to work a new diversification plan and sold some 20 per cent of its shares to the private sector. The company said its profit rise was particularly helped by a recovery at CMI, its mechanical industries subsidiary, which is emerging from two years of rationalisation.

The extent of the profit improvement also owed much to a lower tax charge, lower financing charges and lower exceptional charges, so that the trading profit for the year rose by a mere pedestrian 16 per cent to Bfr18.3bn.

Although its steel turnover fell, this was due more to a reorganisation of the division rather than to any deterioration in the market, the company said.

In order to reduce its dependence on steel production and distribution, the group has started on an acquisition programme, and last February it bought a majority stake in Ymos, a West Germany car

part company.

The turnover for 1989 increased by 7.6 per cent to Bfr188bn, while group cash flow rose by 26 per cent to Bfr26bn. During the year the company raised Bfr7.7bn from the private sector, as a result of which the group's gearing fell from 45 per cent to 10 per cent.

In 1989 the group reorganised its shared interests with Arbed, the Luxembourg steel company, so that Cockerill is now the sole producer and seller of flat products - and merged Phenix Works, its coated steel subsidiary, fully into Cockerill Sambre.

● Soci t  G n rale de Belgique, the big Belgian holding company, hinted yesterday it may sell part of its 87.5 per cent stake in Aceo-Union Mini re to the public, writes Tim Dickinson in Brussels.

The question was aired at an analysts' meeting in Brussels called to discuss the non-ferrous metals group's 1989 results. La G n rale said later that "in view of the need to improve liquidity of the shares a more normal level could be 20 per cent to 25 per cent with the public." But it added: "We would only sell if the market conditions were right."

## CHANGE OF ADDRESS

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April 1990

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## INTERNATIONAL COMPANIES AND FINANCE

## Strategic testing ground for IBM

Ian Rodger, Alan Cane, Roderick Oram and Louise Kehoe on the Big Blue in Japan

IBM Japan, the Japanese subsidiary of the giant US computer maker, has published its financial results for 1989, and the figures appear to confirm company executives' hopes that it gained market share as well as raising its sales and profits last year.

Net income jumped 13.7 per cent to ¥102bn (US\$844m) on sales up 10.5 per cent to ¥1,312.6bn.

At a time when IBM's competitiveness in the US and Europe is looking a bit shaky and when the threat around the world from the big Japanese computer makers looks more and more formidable, this result is being welcomed within the company as a significant event. The message is: if IBM can still take on the Japanese computer makers in their own country, it should be able to recover its strength in other countries.

"We view the Japanese computer companies as our most serious competitors. And we need to compete with them in Japan if we are going to stay in this business," Mr Ed Lucente, president of IBM Asia-Pacific group, says.

The building up of the competitiveness of IBM Japan has been one of the main priorities of the IBM group in recent years. And with reason. Japan is the second largest market in the world for computers.

Moreover, partly because of the level of computer usage is still relatively low in Japan and partly because industrial capital investment there is booming, the market has a growth potential that puts the US and most European countries in the shade. Yet IBM had never had the market dominance there that it has enjoyed in the US and most European countries.

The Japanese subsidiary has also become something of a test ground for new corporate policies. It was in Japan, for example, that IBM, under pressure from its hard-driving Japanese competitors, first shifted its focus from hardware sales to sales of solutions.

And it was in Japan that it

first started establishing alliances with other companies to complement its product and marketing strengths. Now these policies are being implemented throughout the corporation.

However, it is still a little premature to suggest that the company is winning the battle against the big Japanese computer makers, NEC, Hitachi, Fujitsu and Toshiba. These companies have enormous resources and have shown that they are willing to sacrifice short-term gains for a long-term victory.

Also, Japan remains a notoriously difficult market to penetrate for foreign companies in high technology industries, although not as bad as it was 30 years ago.

In 1960, the Ministry of International Trade and Industry (MITI) decided that the computer industry was of strategic importance to Japan's future and so domestic companies should be nurtured. It negotiated a deal with IBM which, as a condition of allowing the US company to manufacture computers in Japan and repatriate profits, forced it to open up patents to Japanese companies.

The number of machines the US company could sell was also severely limited. Until as recently as five years ago, tariffs on computer imports were high and IBM and other foreign owned computer companies were effectively excluded from bidding on any public sector projects. The public sector in Japan includes educational institutions and utilities as well as national and local governments, which means that IBM was excluded from about 28 per cent of the total market.

Despite their advantages, the Japanese computer manufacturers (JCMs, as IBM people call them), did not progress quickly, and IBM was able to maintain respectable market shares, high margins and a reputation as a dependable supplier for a long time. But in the mid-1970s, the JCMs began to have an impact.

In part, this was due to the

decision of Fujitsu, Mitsubishi Electric and Hitachi to introduce big main frame computers that were "plug compatible" with IBM machines. This enabled them to pluck away IBM's customers fairly easily, a practice enhanced, as the world learned in the early 1980s, by outright theft of IBM systems software.

Also, advances in computer technology were causing significant changes in the market. Until then, only large organisations could afford computers, but miniaturisation made it possible to produce low cost but very powerful computers for small organisations as well.

The JCMs, with their national networks of distributors and agents, were much better placed than IBM to develop these markets and, to this day, they maintain better shares there. In 1988, for example, IBM Japan ranked a close second to Fujitsu in the main frame market with a 24.4 per cent share, but in the personal computer market, it stood a dismal fifth with only a 6.5 per cent share.

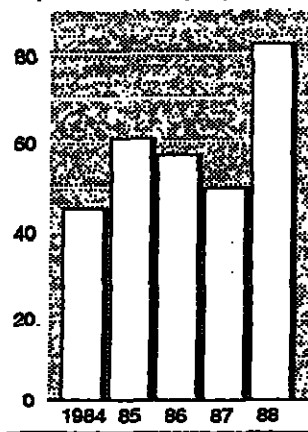
"We were not effective dealing with smaller customers, partly because of lack of product, partly because of a lack of coverage and partly a lack of resources," Mr Lucente says.

Meanwhile, the Japanese companies were also becoming world leaders in key computer components, such as semiconductors, data storage devices and printers. They also gradually developed international competitiveness in important niche products, such as super computers and laptop computers.

Perhaps because of the long time it took the Japanese companies to become competitive, both IBM and other computer industry analysts were lulled into a delusion that they would never succeed. Even in the mid 1980s, the view was widespread in the West that the IBM sector where MITI's formidable powers of guidance were not succeeding. Then suddenly, in the last five years, the JCMs have burst out of Japan and established significant beach-

IBM Japan

Capital investment (¥bn)



heads in the US and European markets. In part, they have expanded overseas through establishing their own marketing networks, but also through investments in, and alliances with, foreign companies. For example, NEC has teamed up with Honeywell and Bull, Fujitsu with Amdahl of the US, Siemens of West Germany and ICL of the UK.

"It has been a very typical Japanese strategy. They do not attack head on but, as in their game of Go, they probe patiently at various weak points until ultimately they completely surround their enemy," one computer industry analyst in Tokyo says.

In the early 1980s, IBM became alarmed about the steady deterioration of its market share in Japan and started applying new policies to improve the competitiveness of its Japanese subsidiary. The first of these, which is now being initiated within the group around the world, involved forming alliances with other companies. Hitherto, IBM's policy had been to represent itself as a proudly independent in all things. But in Japan, "it became obvious that to get small customers we had to get small sales outlets. There were none available so we had to make alliances," Mr Lucente

says. Later, the Japanese subsidiary would break new ground by forming alliances to develop new markets. For example, it has set up value added networks (Vans) with a number of Japanese companies. More radically, it has entered into joint ventures to acquire technology, most recently with Toshiba to develop and produce advanced liquid crystal displays.

It has allowed Ricoh to put its own badge on small IBM computers to try and increase market penetration, and it has resorted to outside suppliers for new products when it felt the need to keep pace with Japanese competitors. Last summer, when Toshiba introduced a notebook type laptop computer in the Japanese market, IBM commissioned an outside company to supply one on an OEM basis and brought it out in November.

"Alliances are vital to our strategy. We probably have close to 40 of them in the Asia Pacific region and two thirds of them are in Japan," Mr Lucente says.

The company has just announced that it will move development of low end workstations to Japan because of the close link between many of the components for these devices, such as compact disk data storage units, and for consumer electronic products, in which Japanese makers excel. Furthermore, IBM has an excellent reputation as an employer in Japan, and so, unlike most foreign companies, is able to compete for the best and the brightest university graduates. The effects of these more open and aggressive policies - and of a huge surge of investment (see chart) - in Japan are beginning to be felt. Sales of personal computers and workstations rose 30 per cent last year.

This is the fifth in a series on IBM, the first four appeared on April 24/25 and 27 and May 2. Mr Lucente concludes: "I do not feel at all pessimistic. The 1989 results here demonstrate we can do it."

## Domestic life assurance services help boost AMP

AUSTRALIAN Mutual Provident Society (AMP), Australia's largest life assurance and investment group, yesterday said it increased total worldwide income to A\$10bn (US\$7.52bn) in 1989 from A\$8.2bn in 1988, Renter reports from Sydney.

Investment income rose to A\$5.4bn from A\$4.5bn and premium income climbed to A\$4.6bn from A\$3.7bn.

The results do not include 1989 income of A\$3.2bn from Pearl Group of the UK which AMP took over late last year.

Assets under management rose 89 per cent to A\$57.5bn and total policyholders' funds increased 91 per cent to A\$50.9bn.

The result reflects strong growth of life assurance and superannuation services in Australia and New Zealand, strong investment operations and the introduction of London Life and Pearl to its UK operations.

Total reserves were A\$5.4bn against A\$4.6bn, or A\$13.1bn if Pearl's reserves were included.

## NCSC seeks to block Maxwell move for Bell

By Kevin Brown in Sydney

AUSTRALIA'S National Companies and Securities Commission will ask a federal court in Perth today to block the acquisition by Mr Robert Maxwell, the UK newspaper publisher, of a 14.9 per cent stake in Bell Group, the media concern.

The commission's legal attempt to stop the purchase was shifted to Perth yesterday after a federal judge in Melbourne refused to extend a 24-hour injunction granted to the commission on Wednesday preventing completion of the deal.

Mr Justice Ryan ruled that the case should be determined in Western Australia, where Bell Group and Mr Alan Bond's Bond Corporation Holdings, which owns 74.5 per cent of Bell shares, have their headquarters.

The commission said Mr Maxwell had apparently paid for the shares while lawyers were before the court on Wednesday, but the shares had not been registered on his behalf.

Mr Henry Bosch, chairman of the commission, said it would ask the Western Australia court to prevent registration taking place, and to freeze the transaction while it holds an inquiry.

If the court agrees, the commission could eventually issue a declaration of unacceptable acquisition or conduct, and return to court for an order for disposal of the shares.

Mr Maxwell, publisher of Mirror Group Newspapers in the UK, acquired the 48.59m shares for 1 cent each from Mr David Aspinall, managing director of Bell Group.

The commission objects to the sale because it believes the acquisition of the shares by Mr Aspinall a few days earlier was in breach of Australia's takeover code.

Mr Aspinall bought 16.57 per cent of Bell in the market on Friday - part of a 19.9 per cent parcel of shares sold by the State Government Insurance Commission of Western Australia.

The commission says it is "reasonably clear that that deal was a breach of the code because Mr Aspinall's position as a director of Bell makes him an associate of Bond Corpora-

tion Holdings, which was therefore deemed to control the shares."

Under the code, owners of more than 19.9 per cent of shares are prohibited from acquiring more than a further 3 per cent without making a full takeover bid.

Mr Bosch said the commission was "primarily concerned with Mr Maxwell." However, it was "suspicious and concerned" about the purchase of shares by Mr Aspinall.

"We do not feel that we or the market have been adequately informed, and it is for that reason that we wish to ask some questions. We have started that process, and questions will be addressed to the brokers, to Mr Aspinall, and to representatives of Mr Maxwell," he said.

Mr Maxwell's main target is thought to be entry into the Australian newspaper market through the Bell Group's profitable West Australian newspaper.

However, he would need the approval of the federal government to acquire more than 14.9 per cent of Bell.

## NZ watchdog investigates NBC sale of TV3 stake

By Terry Hall in Wellington

THE NEW Zealand Securities Commission is investigating complex arrangements under which National Broadcasting Corporation, the television company owned by General Electric of the US, sold its 16 per cent shareholding in TV3 the same day a receiver was appointed to the New Zealand television company.

NBC's surprise decision to sell is seen as a serious blow to the national television channel which began broadcasting only five months ago in competition with two state owned commercial stations. A receiver was appointed by Westpac, the Australian banking group, on Wednesday to safeguard some

NZ\$39m (US\$22.36) in advances and debentures the bank has given a commitment to continue to fund the channel.

It was believed NBC was prepared to increase its shareholding after sending an executive to manage the channel last month. Instead it announced it was calling up several take-out contracts it had signed with founding radio station holding companies Metro Media and South Pacific Travel.

The organising broker, which is half-owned by Westpac, underwrote this and another issue of shares to NBC and may be faced with a bill for NZ\$11.5m if the other parties default.

## Amcoal profits boosted by buoyant exports

By Philip Gawth in Johannesburg

A BUOYANT export performance, increased contributions from new collieries and improved earnings from cash resources saw Anglo American Coal Corporation (Amcoal) increase operating profit 48 per cent to R459m (\$172.6m) in the year ended March 31 1990.

Turnover increased 21 per cent to R1.76bn.

Mr Graham Boustred, chairman, forecasts, however, that earnings for the year ahead will, on the current R/\$ exchange rate, be largely unchanged. Improved domestic earnings are expected to be offset by lower export earnings.

"An erosion in export profit margins is expected due to further inflationary operating cost increases and the higher real age rates which will not be fully offset by higher US dollar prices," he said. Export tonnage is expected to show only a modest increase.

Mr Boustred noted that in calendar 1989 South Africa exported 46.7m tons of coal, up from 43m tons, earning R2.8bn against R2.5bn.

The improved results have allowed the directors to lift the dividend to 385 cents per share against 300 cents while increasing the dividend cover from 2.2 to 2.7.

This announcement appears as a matter of record only



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## DIVIDEND NOTICE

Notice is hereby given that a dividend at the rate of £11.00 per share, voted at the General Meeting of Shareholders held on 3 May 1990, will be payable on and after 16 May 1990 in London at BARCLAYS BANK PLC, Stock Exchange Services Department, 54 Lombard Street, London EC3P 3AH, against presentation of coupon No 117. The holders of Founders' Shares will receive an amount of £1,350.31 per whole share payable on the same date and at the same place, against presentation of coupon No 60.

Coupons must be listed on forms, which can be obtained from Barclays Bank PLC, and left for examination four clear days prior to payment.

## NEW COUPONS FOR FOUNDERS' SHARE CERTIFICATES

Notice is also given that a new coupon sheet for the Founders' Shares will be provided against coupon No 60 at the same time as the 1989 dividend is paid.

4 May 1990

## EUROPEAN INVESTMENT LOCATIONS

The Financial Times proposes to publish this survey on:

5th June 1990

For a full editorial synopsis and advertisement details, please contact either

Clive Booth  
on 071 873 4152or Amanda Francis  
on 071 873 3553

or write to:  
Number One  
Southwark Bridge  
London  
SE1 9HL

## BENETTON GROUP SpA

a company with registered office in Portofino Veneto (TV)  
Italy, Via Villa Minelli, 1;  
fully paid up capital of Lire 87,776,862,500;  
registered at No. 4494 of the  
Companies Registry of the Court of Treviso

## PAYMENT OF DIVIDEND

Notice is hereby given that the 27th April 1990 General Meeting of Shareholders resolved upon a distribution of the net profits for the year ended 31st December 1989.

Accordingly, a dividend, in the gross amount of Lire 600 per share, will be payable starting on 17th May 1990, subject to the application of the proper withholding tax.

Payment of the net amount and detachment of coupon No. 5 will be made by one of the following institutions:  
Monte Titoli S.p.A., Banca Commerciale Italiana, Banca Nazionale del Lavoro, Credito Italiano, Banco di Roma, Istituto Bancario San Paolo di Torino, Monte dei Paschi di Siena, Banco di Napoli, Banco di Sicilia, Cassa di Risparmio delle Provincie Lombarde, Banco di Santo Spirito, Istituto Bancario Italiano, Banca Popolare di Novara, Banca Nazionale dell'Agricoltura, Banca d'America e d'Italia, Banco Ambrosiano Veneto, Banco Lariano, Banca Popolare di Milano, Credito Romagnolo, Banca Popolare di Venezia, Banco di Trento e Bolzano, Banca Marchigiana S.C.S.p.A., Credito Milanesi, Banca Popolare Veneta, Banca Popolare di Pordenone, Cassa di Risparmio della Marca Trivigiana, Banca Antoniana di Padova e Trieste, Banca Popolare di Asolo e Montebelluna, Banca Popolare di Sondrio, Morgan Guaranty Trust Company, Deutsche Bank A.G., Barclays Bank PLC, Société Générale, Banca della Svizzera Italiana.

On behalf of the Board of Directors  
The Chairman  
Giovanni Benetton

NOTICE OF THEFT  
THE MITSUI TAIYO KOBE BANK, LIMITED  
CERTIFICATES OF DEPOSIT MATURITY  
DATE 11TH OCTOBER, 1990

The following Certificates of Deposit issued by The Mitsui Bank, Limited (now The Mitsui Taiyo Kobe Bank, Limited) have been reported stolen:-

Issue Date: 11th January, 1990.  
Maturity Date: 11th October, 1990.  
Value: GBP 8,000,000.00 (denominations  
8 x GBP 1,000,000.00)  
Coupon: 14.75% p.a.  
Serial Nos: GBP001538A to GBP001545A  
inclusive.

There may be an attempt to present these certificates and bonafides should be extremely carefully checked with all possible precaution taken.

If any of the above Certificates of Deposit come to your notice please advise The Mitsui Taiyo Kobe Bank, Limited London Branch, attention The Treasury Administration Department tel. 071-638 3131 exts. 4246 or 4293.

RENFÉ  
XEU 46,500,000 GUARANTEED  
FLOATING RATE NOTES DUE 1994

Notice is hereby given to the holders of the above-mentioned notes that pursuant to a resolution of the RENFÉ authorities and in compliance with the terms and conditions of the notes, the issuer will proceed to the early redemption of the total outstanding notes at their principal amount on June 15 1990.

Luxembourg, May 4 1990

BANQUE INDOSUEZ LUXEMBOURG  
Fiscal Agent

## NOTICE TO HOLDERS OF

KAWASAKI STEEL CORPORATION  
Yen 10,000,000,000 6 1/4 per cent Notes 1993  
Yen 10,000,000,000 Reverse Floating Rate Notes 1991

NOTICE IS HEREBY GIVEN that Dai-ichi Kangro Bank Nederland N.V. acting as Paying Agent for the above mentioned notes has moved its office.

The new address is:

Apollolaan 171  
1077 AS Amsterdam, The Netherlands

Dated May 4, 1990

The Bank of Tokyo, Ltd.  
as Fiscal Agent



## INTERNATIONAL COMPANIES AND FINANCE

## GM and Ford blame slide on depressed US market

By Martin Dickson in New York

GENERAL Motors and Ford, the two largest automobile manufacturers in the US, yesterday reported steep drops in first-quarter net income, with Ford down 69 per cent on the same period of last year and GM showing a 54 per cent decline.

Both planned much of the blame on the depressed market in the US, where production has been cut to bring dealers' supplies into balance with demand. There has been heavy discounting to encourage buyers.

GM reported net income of \$710m on sales and revenues of \$30.1bn, compared with the \$1.55bn earned on sales of \$33.2bn in the particularly strong first-quarter of last year.

The group's non-automobile subsidiaries made large contributions to profits, with Electronic Data Systems reporting profits of \$110m, Hughes Electronics \$183m and ChAEC, its finance arm, turning in \$33m.

Earnings were also helped by actuarial changes relating to pensions.

It said its overseas operations - a mainstay of the automobile side in recent years - continued to produce record profits, while in the US, where GM has been losing market

share in recent years, its slice of the market rose.

GM dealers sold 1.24m cars in the US in the quarter, up 1.4 per cent in an overall declining market, while overseas sales were a record 618,000, up 3.4 per cent. Its US passenger market share was 35.9 per cent while that of the truck market 33.8 per cent, both above last year's figures. Its total vehicle market share was 35.2 per cent, up 0.7 per cent.

GM's earnings dropped to \$506m, or \$1.10 a share, from the record \$1.64bn, or \$3.44, recorded in the first quarter of last year. The company said lower vehicle production was mainly to blame. Sales and revenues totalled \$23.6bn, down \$2.3bn, while factory unit sales dropped 17 per cent to 1.44m.

Ford's worldwide automotive operations earned \$15m, down \$1.2bn, while in the US earnings were \$160m, a decline of \$60m, which the company said was caused largely by a 36 per cent drop in production and higher marketing costs. Its share of the US market was 21.8 per cent, down 0.5 per cent from its tally in all of 1989, while that of the truck market held steady at 23.8 per cent.

Mr Red Poling, chairman, said that last year's first-quarter US production had

exceeded market demand, leading to a build-up of dealer inventories.

This year, production was lower than demand, reducing dealer inventories to more manageable levels and putting the company in a better position for the rest of the year.

The company's first-quarter earnings from its financial services group were \$191m, up \$50m, and contributed 42 cents of first-quarter earnings per share.

Earnings of Ford's 94 per cent-owned Canadian subsidiary tumbled almost two-thirds in the first quarter to C\$43.7m, (US\$37.43m) or C\$5.27 a share, from C\$123.5m, or C\$14.90, a year earlier. Sales slipped to C\$3.47bn from C\$4.05bn, writes Bernard Simon.

Australian and New Zealand operations, which came under the wing of the Canadian company, were a particular drag on earnings. Income from these two countries plunged to C\$8.5m from a record C\$40.5m, despite a small increase in sales to C\$672.4m. Ford said a bigger market share was undercut by unfavourable foreign exchange movements, higher product and marketing costs and an inability to pass these on fully to customers.

## Federated decides not to sell top store chain

By Bernard Simon in Toronto

FEDERATED Department Stores, the debt-burdened subsidiary of Canada's Campeau Corp which filed for protection from its creditors earlier this year, has changed its mind about selling its crown jewel, the Bloomingdale's department store chain.

Federated, based in Cincinnati, said yesterday that it has decided to take Bloomingdale's off the block in response to "market circumstances, as well as Federated's own financial status."

Federated indicated earlier this year that offers for Bloomingdale's had not matched its expectations when it put the 17-store chain up for sale last September.

Both the US retail and property markets have weakened since then. The chances of realising a high price were further clouded when owners of several other leading department store chains started looking for buyers.

The original decision to sell Bloomingdale's was taken as part of Federated's efforts to lighten the debt load taken on when it was bought for \$6.8bn by Campeau in April 1988. But the pressure to dispose of assets has been eased by Janney's decision to file for protection under Chapter 11 of US bankruptcy laws.

Federated's new chief executive Mr Allen Questrom and its president Mr James Zimmerman said that "rather than divest Bloomingdale's, we believe the interests of our creditors, shareholders and employees are better served by retaining Bloomingdale's and aggressively managing this business to take advantage of its future potential."

Analysts estimated that Federated's new chief executive Mr Allen Questrom and its president Mr James Zimmerman said that "rather than divest Bloomingdale's, we believe the interests of our creditors, shareholders and employees are better served by retaining Bloomingdale's and aggressively managing this business to take advantage of its future potential."

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## US mergers and acquisitions fall by 13.2%

By Janet Bush in New York

US MERGERS and acquisitions activity fell 13.2 per cent in the first four months of this year compared with the same period in 1989, largely reflecting a lack of junk bond financing to fuel deals.

Between March and April the number of deals fell by 38.9 per cent, according to the Information Services. The number of those valued at more than \$100m has also dropped.

The popularity of leveraged buy-outs has dropped sharply, with the number falling 57.1 per cent in the first four months against the same period a year ago. There were only 30 deals, worth \$5.1bn, against 70 with a total value of \$15.4bn in the first four months of 1989.

In addition, reverse LBOs - or initial public offerings of companies which had previously been taken private in a buy-out - are on the increase. In the first four months of 1990 there were 11 reverse LBOs valued at \$659.1m, compared with 10 totalling \$745.1m in the whole of last year.

Overseas acquirers have announced offers for US companies valued at \$33.9bn. Britain is the leading foreign investor in the US.

## A question of division for USX

Martin Dickson on a proposal to break up the US conglomerate

Should America's largest integrated steel company - a business forged at the start of the century by that consummate capitalist J.P. Morgan - simply shrug off its entire steel operations?

That is the contention of Mr Carl Icahn, one of the most successful corporate raiders of the 1980s, who is proposing that USX, the steel and energy group, be broken in two. US Steel, the historic core of the group, would be floated off as a separate business with its own stock market quotation.

And so large is USX - which changed its name from US Steel four years ago - that after the break-up investors would have shares in two companies ranking among the top 100 in the land, rather than just one.

Mr Icahn, who owns 13.3 per cent of the company's equity, declares that the result will be to "unlock substantial shareholder value" - or in plain English, the two businesses are worth more apart than together.

"Unnecessary and unwise," replies the management of USX, which is bitterly opposed to the scheme. Shareholders will have their say next Monday when the matter is put to the vote at the group's annual meeting.

The debate centres on two issues: one is the perennial question of whether diversified businesses belong together, and whether a conglomerate best serves the interests of management or shareholders.

The second is the future of the US steel industry after a decade of painful restructuring which has made it more efficient, albeit helped by substantial subsidies on imports, but still fragile.

Mr Icahn, who heads Trans World Airline, has been a thorn in the side of USX's management ever since 1986, when he made some abortive takeover overtures. But he was

kept at bay by Mr David Roderick, the company's blunt chairman, who handed over the top position last year to his apparent successor, Mr Charles Corry.

Mr Corry was the chief architect of US Steel's 1982 acquisition of Marathon Oil, a large integrated energy company which makes up the bulk of USX's energy business. The deal - at the time the second largest merger in US history - was designed to protect the group against the cyclical nature of the steel business and give it breathing space to restructure.

It was the start of one of the biggest corporate shake-ups of the decade, involving USX in the acquisition of \$10bn of assets, mainly in the energy field, the disposal of \$7bn as it stripped away peripheral activities and \$3.5bn in write-offs as it closed out-dated steel plants.

The results have been impressive. Marathon is a highly regarded business with vast growth potential, while the steel business, which lost more than \$2bn in the slump of early 1989, is generally considered one of the best managed in the US. It has been helped by various factors including a cyclical upswing in demand and import restraints.

Mr Icahn is unimpressed. All this activity, he says, has not been reflected in the USX share price, in part because Wall Street analysts specialise in either energy or steel and thus do not put a correct value on the conglomerate.

His answer is to distribute at least 60 per cent of US Steel's equity to shareholders in the form of special dividend. He argues that as a stand-alone company the energy business would be worth \$30 a share, and US Steel \$9 a share, making \$48 in all. That is about a third higher than USX's recent market share price.

USX replies that Mr Icahn's arithmetic is faulty, noting that the "independent" consul-



Carl Icahn: thorn in the side of USX's management since 1986

the vote, which in any event is not binding on the company. Some argue that with the steel industry in a cyclical downturn this is not a good time for a split-off.

There is also suspicion about Mr Icahn's motives, with some suggesting that his real aim is to get the USX management to buy his stock from him at market prices (against the low \$30s he paid for it). Mr Icahn denies this and says that if his resolution is adopted and if the company lifts a poison pill stopping him buying many more shares, he intends to spend \$800m on additional stock, at prices up to the magic \$48 range. If the poison pill goes, he says he is willing to renounce a bid for the company for several years. Mr Corry replies that he is committed to nothing and is simply trying to buy votes.

The Icahn campaign has won support from shareholders who believe, that at the very least, it will keep up the pressure on management to perform.

Still, with or without Mr Icahn's prodding, USX has already been reducing its exposure to the steel business. Mr W. Bruce Thomas, chief financial officer, says it has considered a public offering of about 20 per cent of the equity of US Steel, but stock market conditions mean so far it has not been able to get a sufficiently high price.

The group has also been setting up joint ventures with Asian manufacturers. Last year it sold its Lorain works in Ohio to a partnership with Kobe Steel of Japan, which it hopes will give it a foothold in Japanese transplant car factories.

Mr Thomas says more joint ventures are being approached or exceeding Mr Icahn's figure.

All these doubts, coupled with general approval for the USX management's handling of the restructuring, suggest that Mr Corry is going to win

## AIG lifts net profit to \$355.7m

By Roderick Oram in New York

AMERICAN International Group has reported a modest increase in first-quarter profits, with increased contributions from both its life and general insurance operations.

Net profits for the three months ended March rose 3.5 per cent to \$355.7m, or \$2.16 a share, from \$343.5m, or \$2.06, a year earlier. Revenues advanced 6.5 per cent to \$3.7bn from \$3.4bn.

The earnings reflected the decision of AIG's operating companies to reduce their involvement in below average businesses. These included personal insurance lines of New Hampshire Insurance and workers' compensation busi-

ness in several states. About \$40m of premiums were affected by the actions.

Overall, AIG's general insurance activities worldwide generated operating profits of \$372.3m in the quarter, up 9.4 per cent from \$340m.

They wrote premiums worth a net \$2.4bn, up 0.2 per cent from a year earlier. Their combined ratio was 99.25, against 98.88. Net investment income rose 11.5 per cent to \$250.3m.

Insured losses arising from a freeze in the southeastern US and storms in Europe totalled about \$13m which net of tax reduced earnings per share by about 5 cents.

AIG's worldwide life insur-

ance activities turned in operating profits of \$108.5m, a 13.9 per cent increase on the previous \$95.5m. Premiums increased 4 per cent to \$755.7m from \$726.5m while investment income rose 18.3 per cent to \$220.9m.

The results of both life and general insurance operations abroad were strong in local currency terms. But adverse exchange rate movements reduced their profits by \$14m in dollar terms.

Analysts are expecting another year of steady growth from AIG. They are forecasting full-year profits of around \$6.95 a share, up from \$7.92 last year and \$6.52 in 1988.

## Noranda to bolster its energy base

By Bernard Simon

TORONTO'S Bronfman family is rearranging its resource interests to give Noranda, the mining and forestry group, a bigger exposure to the energy business.

Noranda has agreed to buy C\$250m (US\$215.5m) worth of debentures in Norcan Energy Resources of Calgary convertible into 10m multi-voting common shares from metals producer Westmin Resources.

Westmin will receive Noranda preferred shares with a similar value, convertible into 12.5m common shares. Both Noranda and Westmin are con-

trolled by Brascade Resources, one of the Bronfman holding companies.

Noranda said the purchase, which increases its voting interest in Norcan from 38 per cent to 48 per cent, is a significant step in giving it an energy base as large as its mining and forestry assets.

Earlier this year, a Norcan subsidiary bought most of Westmin's oil and gas assets. Norcan had 1989 earnings of C\$110.2m on revenues of C\$845m.

Placer Dome, North America's largest gold producer,

plans to sell its US oil and gas assets to Unocal, the US oil group, for US\$336m, including \$251m cash, plus assumption of debt, writes Robert Gibbons in Montreal.

Placer's cash reserves will now approach C\$1bn for investment in the North American and overseas mining sector. It said its second-quarter results would show a significant gain on the deal.

Last year it decided to concentrate on expanding its international mining interests, which besides gold include copper, silver and molybdenum.

## Market welcomes Mexican banks sell-off

By Richard Johns in Mexico City

MEXICO'S stock market yesterday gave a ringing endorsement to President Carlos Salinas de Gortari's decision to privatise the commercial banking system. The index rose 4.6 per cent, the biggest daily increase since shortly before the October 1987 crash, and reached its historical high of 549.69 points.

The decision to sell the Government's majority stakes in 18 commercial banks was made at a meeting of the economic cabinet late on Tuesday night, and its sudden announcement took away the breath of the financial press.

Evidently the Government was partially prompted by the surge in the prices of quoted bank shares in private hands - known as *certificados de aportación patrimonial* or CAPs - triggered off by the first issue of them by Somex.

Somex was one of five banks with weak balance sheets which did not issue CAPs when the Government permitted commercial banks to place up to 34 per cent of their equity in private hands in February 1987. The 1987 issues redeemed a Government pledge partially to reverse the 1982 expropriation of private banks, and were designed to bolster business confidence.

Those CAPs were mostly pre-placed with banks' employees and executives - and a range of traditional recipients of Government patronage in business and the press - with only a small amount routed through the stock market, largely as a pricing mechanism. The shares were hugely undervalued and in the case of the two largest banks, Banamex and Bancomer, rose 3,000 and 2,000 per cent respectively

in less than nine months, before coming down sharply after the October 1987 crash.

Since then there has been a new boom in CAPs, stimulated by the good results achieved in 1989 - when bank profits rose overall by an estimated 24.3 per cent - as well as by the financial deregulation reforms announced at the beginning of this year.

In the first quarter bank shares rose by 78 per cent, easily out-performing the stock market index, which rose 16 per cent. They had been undervalued until this year, but now most bank shares are being traded at well above net book value.

Though it has been known for some time that the Salinas Government wanted eventually to return banking to the private sector, the timing has caused some surprise.

Ministry of Finance officials say that the total net asset value of the banks currently is 11,000 pesos (nearly \$4m) of which rather more than 70 per cent would currently be owned by the state.

Mr Salinas heads the most pro-business administration to govern Mexico since the late 1940s, and has consistently tried to sell privatisation to public reared to expect a strong state role in the economy.

The Government recently announced formally a list of state assets for sale, including Telefonos de Mexico, the telecommunications monopoly, two large state steel companies, and the Cananea copper company. It was assumed a decision on the banks would be postponed until after the July 1991 mid-term elections, when the whole of Congress is renewed.

## Smith Corona plans unchanged dividend

By Roderick Oram

SMITH CORONA, the typewriter maker which is 48 per cent owned by Hanson of the UK, said yesterday it would recommend to its board today that it pays an unchanged quarterly dividend of 15 cents a share.

Fears that it would cut or drop the dividend in light of its dismal results prompted a sharp sale of the stock on Wednesday.

It closed down 5% at \$7, adding further pain to shareholders who had bought the stock at \$21 when it was floated last July. It recovered partially yesterday, rising 4% by early afternoon.

The concern rose after Mr Lee Thompson, Smith Corona's chairman, told an analysts' meeting on Wednesday that it would be inappropriate for him to report ahead of the board meeting what the board might decide.

"My remarks and response regarding the current dividend were obviously misinterpreted or misunderstood," he said yesterday. "Management intends to recommend to our directors... a declaration of a 15 cent dividend." He said "future dividends will naturally be based on the company's performance and cash needs."

## WORLD HEALTHCARE

The Financial Times proposes to publish this survey on 29 MAY 1990

For a full editorial synopsis and advertisement details, please contact:

Deals Only on 071-673 3391 or write to him at:

Number One Southwark Bridge London SE1 9HL

FINANCIAL TIMES EUROPE & ASIA BUSINESS

This advertisement is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). Application has been made for grant of permission to deal in the Unlisted Securities Market on The Stock Exchange in Dublin and London in the undermentioned issued and to be issued Ordinary Shares. It is emphasised that no application has been made for these securities to be admitted to listing.

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AIB Corporate Finance Limited, Bankcentre, Ballsbridge, Dublin 4.

Goodbody Stockbrokers, 5 College Green, Dublin 2.

AIB Bank, 12 Old Jewry, London EC2.

## THORN EMI Capital N.V.

(Incorporated in the Netherlands Antilles with limited liability)

## Notice of Special General Meeting

In accordance with the Articles of Incorporation of THORN EMI Capital N.V. ("the Company"), notice is hereby given that a Special General Meeting of shareholders will be held at the Registered Office of the Company at Pleeremaai 15, Curacao, Netherlands Antilles on Tuesday, 15 May 1990 at 9.00 am for the purpose of considering and, if thought fit, passing the following Resolutions:

1 THAT Mr Gregory Elias be appointed as a managing director with effect from the end of the Meeting in place of ABN Trustcompany (Curacao) N.V., whose resignation is accepted with effect from the end of the Meeting;

2 THAT the registered office of the Company be moved to Fuikstraat 6, Curacao, Netherlands Antilles.

Dated 4 May 1990  
Registered Office  
Pleeremaai 15,  
Curacao  
Netherlands Antilles

BY ORDER OF THE BOARD OF  
MANAGING DIRECTORS  
A. Brouwer

## Voting and Attendance

Each Ordinary Share of the Company entitles the holder thereof to cast one vote.  
Holders of 5% per cent Guaranteed Redeemable Convertible Preference Shares 2004 of the Company are entitled to attend the Special General Meeting and to address the Meeting but have no rights to vote.  
All Resolutions of the Special General Meeting shall be adopted by a simple majority of the votes cast.  
Shareholders may be represented at the Meeting by a proxy empowered in writing.

## NORTHAM PLATINUM LIMITED

("Northam")

(Incorporated in the Republic of South Africa)  
(Registration No. 77/03282/06)

## PROPOSED RIGHTS OFFER TO RAISE APPROXIMATELY R600 MILLION

Northam proposes to raise approximately R600 million, net of estimated expenses of R8 million, by way of a rights offer to all shareholders registered at the close of business on 18 May 1990.

The purpose of the rights offer is to provide Northam with working capital adequate to finance the expenditure necessary to bring the company's mine to self-sufficiency during the 1993 financial year.

A further announcement setting out the terms of the rights offer will be published in the press on 14 May 1990.

The last day to register in order to participate in the rights offer is 18 May 1990 and in this connection the registers of members will be closed from 19 to 25 May 1990, both days inclusive, in order to determine the shareholders entitled to participate in the proposed rights offer.

Registered and Transfer Offices:  
75 Fox Street  
Johannesburg  
2001

PO Box 1167  
Johannesburg  
2000

Brokers to the Issue:  
(In the Republic of South Africa)  
Ferguson Bros., Hall, Stewart & Co., Inc.  
(Registration No. 72/08905/21)

(Member of the Johannesburg Stock Exchange)

(In the United Kingdom)  
Cazenove & Co.

(A member firm of The International Stock Exchange)

A MEMBER OF THE GOLD FIELDS GROUP





## **RULE 144A CAN'T GET YOU EQUITY CAPITAL FROM U.S. INSTITUTIONS. WE CAN.**

The SEC's new Rule 144a will make it easier for non-U.S. companies to place equity with institutional investors in the U.S.

An important development. One that will interest many U.S. institutional investors in European shares.

How can you select the right U.S. institutions as your shareholders? Salomon Brothers knows the way.

At Salomon Brothers, we have long been the leader in placing and trading securities with institutional investors.

And American fund managers respect our eighty year history of steering them to the best of equities.

Rule 144a opens the U.S. institutional equity door to you. And Salomon Brothers can do the rest.

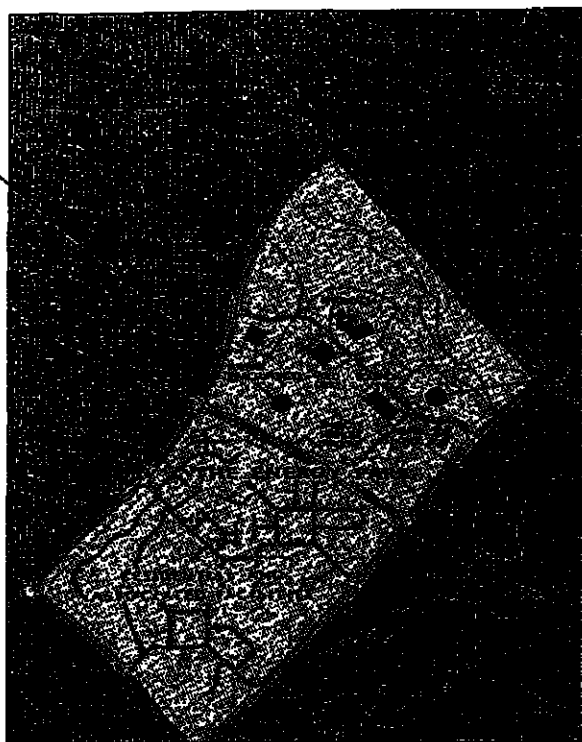
**Salomon Brothers**

# We'd like to harness your energy

An innovative development opportunity at the Milton Keynes Energy Park

## The Business Park

A site of approximately 60 acres.



## The National Energy Centre

A technical, business and educational resource incorporating a major leisure attraction

Milton Keynes Development Corporation is inviting experienced business park developers (or consortia) to forward preliminary submissions for this outstanding project of international status.

Principals (or sole retained agents, who nominate a bona fide client) are invited to seek further details by



MILTON KEYNES

writing to the Commercial Director or telephoning Jonathon Hutton, (0908) 692692. Milton Keynes Development Corporation, Saxon Court, 502 Avebury Boulevard, Central Milton Keynes MK9 3HS. The closing date for the receipt of preliminary submissions is 1st June 1990.

## BIDERMANN Industries Corp.

(Groupe BIDERMAN)

has acquired the garment divisions of

## CLUETT PEABODY

(WEST POINT PEPPERELL Group)

## BANEXI

arranged and managed the capital increase for

BIDERMANN INDUSTRIES USA, Inc.



BNP GROUP

## NOTICE OF PARTIAL REDEMPTION TO HOLDERS OF DOMUS MORTGAGE FINANCE NO.1 PLC £100,000,000 MORTGAGE BACKED FLOATING RATE NOTES DUE 2014

Notice is hereby given that in accordance with Conditions 5(b) and 11 of the Notes, the Issuer hereby gives notice to redeem £5,700,000.00 principal amount of Notes, selected randomly as detailed below. The date set for the mandatory redemption is the next coupon payment date being, 6th June, 1990, and the Notes will be redeemed at their principal amount plus accrued interest. Payment will be made against surrender of the Notes, together with all appurtenant Coupons maturing after the date set for redemption at the offices of the Paying Agents, named on the Notes. On and after 6th June, 1990, the redeemed Notes will cease to accrue interest.

The amount of any missing uncoupons will be deducted from the sum due for payment. Any amount of principal so deducted will be paid against surrender of the relative missing Coupons within five years from the date of payment. The redeemed Notes will become void unless presented for payment within ten years of the redemption date. The nominal amount that will be outstanding after the Notes listed below have been redeemed is £55,600,000.00.

The Serial Numbers drawn for mandatory redemption are as follows:

76	86	94	99	111	112
136	159	200	236	251	256
288	294	301	303	309	320
333	348	372	376	395	402
408	413	423	435	439	444
450	483	517	543	573	579
586	594	622	626	634	649
652	691	708	713	722	756
776	829	835	848	862	869
887	909	931			

CHEMICALBANK  
Principal Paying Agent

## Mitsubishi Bank of Australia Limited

A\$50,000,000

Floating Rate Notes due 1991

Notice is hereby given that for the three months interest period from 30th April, 1990 to 31st July, 1990 the Notes will carry an Interest Rate of 14.7922 per annum. Interest payable on 31st July, 1990 will amount to A\$1,863.84 per A\$50,000 Note.

The Mitsubishi Bank, Limited  
London Branch  
Agent Bank

## SAFRA REPUBLIC HOLDINGS S.A.

Luxembourg

NOTICE TO SHAREHOLDERS

From the date of April 4, 1990 Republic National Bank of New York (Luxembourg) S.A. will assume the duties of Registrar, Transfer and Authentication Agent in lieu of Kredietbank S.A. Luxembourg whose functions have terminated with effect on the same date.

## INTERNATIONAL CAPITAL MARKETS

# Warm reception for EIB Ecu200m fungible issue

By Andrew Freeman

A SERIES of one-off deals emerged on the Eurobond new-issue market yesterday, but traders said there was a continued lack of direction. Wednesday's Canadian dollar issue for the World Bank, for example, failed to inspire any follow-through demand.

Banco di Roma was the lead manager of an Ecu200m fungible issue for the European Investment Bank, bringing the 10 per cent bonds maturing in February 1997 to a total of Ecu200m. The previous deals were launched by Union Bank of Switzerland and Phillips & Drew.

The new bonds were priced at 96.61 plus accrued interest, giving a price to investors of 99.14 at a spread of 18 basis points over the 8 1/2 per cent seven-year French government OAT stock. A Banco di Roma official said this was in line with the existing paper.

Dealers said the issue was well-received by a variety of European institutional investors after some initial confusion as to whether the issue was meant to be targeted at Italian accounts. The lead manager was quoting the paper at a premium, but other houses said the bonds were trading comfortably inside fees. The proceeds were to be used for a funding rate of around 23 per cent below the London interbank offered rate.

Compagnie Bancaire issued

a FF800m three-year deal via Credit Commercial de France to an average reception. The bonds carried a 10 1/2 per cent coupon and were trading just inside fees at less than 1.10 bid.

In West Germany, Merrill Lynch Bank was the lead manager of a DM100m zero-coupon issue for Merrill Lynch & Co. The 10-year bonds were priced at 43.75 to give an annual yield of 9 per cent. Syndicate officials said the paper was trading outside fees in lukewarm demand.

Wednesday's DM200m six-year deal for the National Bank of Hungary rallied slightly after a disappointing opening and was trading around 2 1/2 bid.

In Switzerland, Swiss Bank Corporation brought a SF400m three-year deal for its Luxembourg subsidiary to a strong reception. The bonds were priced with an 8 per cent coupon and were trading 1/2 point above the issue price of 100 1/2 per cent. Dealers described the wider market as patchy, reporting occasional but unsustained demand from the retail sector.

Samuel Montagu announced that at the completion of its buy-in of the 200m Tesco 10 1/2 per cent bonds maturing 2015, £5.65m remained outstanding in the market.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
GE Capital Corp. (a)	200	9 1/2	101 1/4	1994	1 1/2/1 1/2	Kidder Peabody Int.
AUSTRALIAN DOLLARS						
Cwealth Bk of Australia (a)	100	15 1/2	102	1993	1 1/2/1	Hambros Bank
LIABILITIES						
Merrill Lynch & Co. (a)	100	0	43.75	2000	2 1/2/1 1/2	Merrill Lynch Bank AG
SWISS FRANCES						
Swiss Bank Corp. Lux. (a)	100	8	100 1/4	1993	n/a	SBC
FRENCH FRANCES						
Compagnie Bancaire (a)	800	10 1/4	101.10	1993	1 1/2	CCF
ECU						
EIB (a)	200	10	(b)	1997	30/20	Banco di Roma

(a) Final terms. (b) Payment date 6/8/90, long first coupon, 108.61 plus 2.52% accrued interest. (c) Payment date 15/5/90. Fungible with existing Ecu 800m deal. (d) Payment date 17/5/90, short first coupon.

## FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

These are the latest. International bonds for which there is an active secondary market.										Closing prices on May 3			
US DOLLAR		Change on				YEN STRAIGHTS		Change on					
STRAIGHTS	Amount	Bid	Offer	day week	Yield	Bid	Offer	day week	Yield				
Alberta 5 1/2 93	750	98 1/4	98 1/2	+0-1	7.68	300	92 1/2	+0-1	13.71				
Alberta 5 3/4 95	600	98 1/4	98 1/2	+0-1	7.68	300	92 1/2	+0-1	13.71				
Austria 7 1/2 93	140	99 1/4	100 1/4	+0-1	9.61	300	92 1/2	+0-1	13.71				
B.F.C.E. 4 1/2 96	175	97 1/4	97 1/2	+0-1	7.68	300	92 1/2	+0-1	13.71				
B.F.C.E. 5 1/2 96	150	97 1/4	97 1/2	+0-1	7.77	30	94 1/4	+0-1	7.23				
Br. Tel. Pte. 5 1/2 96	100	96 1/4	96 1/2	+0-1	7.68	30	94 1/4	+0-1	7.23				
Canada 9 1/2 96	1000	97 1/4	98 1/4	+0-1	9.45	50	92 1/2	+0-1	7.28				
C.C.C.E. 4 1/2 95	300	96 1/4	96 1/2	+0-1	9.70	10	96 1/4	+0-1	7.28				
C.C.C.E. 5 1/2 95	250	96 1/4	96 1/2	+0-1	9.70	10	96 1/4	+0-1	7.28				
Credit National 7 1/2 92	100	96 1/4	96 1/2	+0-1	9.39	10	96 1/4	+0-1	7.28				
Credit National 7 1/2 94	100	96 1/4	96 1/2	+0-1	9.39	10	96 1/4	+0-1	7.28				
Denmark 8 1/2 94	150	99 1/4	99 1/2	+0-1	9.74	20	96 1/4	+0-1	7.28				
E.C.T. 7 1/2	100	96 1/4	96 1/2	+0-1	9.33	Average price change: On day +0-1 on week +0-1							
E.C.T. 10 1/2	140	96 1/4	96 1/2	+0-1	9.33								
E.I.B. 8 1/2 99	150	92 1/4	92 1/2	+0-1	9.83								
Environ 10 1/2 93	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 95	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 97	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 99	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 01	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 03	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 05	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 07	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 09	100	92 1/4	92 1/2	+0-1	9.57								
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Environ 10 1/2 23	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 25	100	92 1/4	92 1/2	+0-1	9.57								
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Environ 10 1/2 43	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 45	100	92 1/4	92 1/2	+0-1	9.57								
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Environ 10 1/2 75	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 77	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 79	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 81	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 83	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 85	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 87	100	92 1/4	92 1/2	+0-1	9.57								
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Environ 10 1/2 73	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 75	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/2 77	100	92 1/4	92 1/2	+0-1	9.57								
Environ 10 1/													



## INTERNATIONAL CAPITAL MARKETS

## US yields slip below 9% ahead of employment data

By Roderick Oram in New York and Deborah Hargreaves in London

IN QUIET trading ahead of today's US employment figures, prices of Treasury securities edged ahead, pushing the yield on the benchmark 30-year bond back below 9 per cent.

The market gained some encouragement from the growing feeling that Japanese investors would participate fully in

the direction of the economy last month, and for how the Federal Reserve responds.

With the refunding beginning next Tuesday, the Fed has only tomorrow or Monday if it wants to fine tune its monetary policy, most likely by a fractional tightening that could push up short-term rates by about 25 basis points.

## GOVERNMENT BONDS

next week's quarterly refunding. The Treasury is seeking a record \$30.5bn in three-year, 10-year and 30-year securities, but the volume, announced on Wednesday, was in line with forecasts.

The price of the benchmark long bond rose 3/8 to 85 1/8, by early afternoon, yielding 8.97 per cent. The shorter end of maturities showed smaller improvements. The bond equivalent yield of three-month Treasury bills, for example, eased three basis points to 8.12 per cent.

Despite continuing weakness of the Fed funds rate at 8 1/4 per cent, the Federal Reserve did not enter the market. Analysts believe the funds rate is distorted by factors at the end of the statement period and it remains within the Fed's current target range of around 8 1/4 per cent.

The next test for the markets is this morning's employment data. Analysts are forecasting creation of about 285,000 new jobs in April, a hefty number inflated by the hiring of 211,000 census workers.

The figures are important both for the glimpse they will

give of the direction of the economy last month, and for how the Federal Reserve responds.

With the refunding beginning next Tuesday, the Fed has only tomorrow or Monday if it wants to fine tune its monetary policy, most likely by a fractional tightening that could push up short-term rates by about 25 basis points.

The market opened almost half a point firmer as futures traders rushed to cover short positions, and it then edged upwards in fairly choppy futures trading. The long gilt futures contract on the London International Financial

Exchanges saw a brisk

day, with some 27,000 lots changing hands.

A benchmark 11 1/4 per cent gilt issue maturing in 2003/07 rose to 95 1/4 on the cash market after it closed on Wednesday at a level of 94 1/4. However, cash market trading was extremely thin and it took only a little buying to push up prices.

THE GERMAN market was firmer yesterday as some retail buying squeezed prices upwards on a strong day for the bund futures contract. Figures released yesterday showed German industrial output dropping by 0.7 per cent in March, which gave the bund market some confidence that its inflation fears may be over-stated.

In addition, the market has been buoyed by a number of most of the inflationary news to emerge from talks on German monetary union, and some traders hope to see some strength returning to bunds.

## BENCHMARK GOVERNMENT BONDS

Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS						
10.000 4/83	91-04	143.75	13.75	13.50	13.30	13.30
10.000 5/83	87-04	123.50	12.50	12.50	12.30	12.30
10.000 10/83	76-08	102.50	11.75	11.50	11.30	11.30
US TREASURY						
8.500 02/90	96-17	109.50	0.04	9.00	8.82	8.82
8.500 02/90	94-28	129.50	0.04	9.00	8.82	8.82
JAPAN						
No 119 4/80	85/80	100.00	0.003	7.41	7.34	7.28
No 2 5/70	80/77	100.117	0.001	7.12	7.11	7.10
GERMANY						
7.750 02/90	88/1500	101.500	0.030	8.61	8.78	8.44
FRANCE						
BYAN 8.000 02/85	88/4945	101.180	0.030	8.92	9.02	10.08
BYAN 8.000 02/85	88/4945	101.180	0.030	8.92	9.02	10.08
CANADA						
8.750 05/90	88/7000	101.380	0.030	11.70	11.70	11.20
NETHERLANDS						
7.750 01/90	81/6800	101.380	0.030	9.05	9.01	8.87
AUSTRALIA						
12.000 7/89	91/2718	101.144	13.08	13.70	13.58	13.58

London closing, "Denotes New York morning session. Yield: Local market standard. Prices: US, UK in \$bds, others in decimal.

Technical Data/ATLAS Price Sources

## Telefonica set to allow more foreign ownership

By Tom Burns in Madrid

TELEFONICA, the Spanish telecommunications group which obtained a New York listing three years ago, is likely to make use of new regulations to circumvent a current ceiling of 25 per cent on foreign ownership of the company's equity.

The development comes amid indications that foreign ownership of Telefonica has already passed the ceiling and could be about 27.5 per cent. Major holders of Telefonica American depositary receipts include Fidelity Investments, Wellington Management and Delaware Management.

Telefonica said yesterday that the regulations, which are due to be published shortly, will allow the company to offer preferential "B" shares to foreign institutional investors. The legislation introduces non-voting shares to Spanish companies. The preferential "B" shares have safeguards for investors should a company face financial difficulties.

The "B" shares are viewed as tailor-made for corporations, such as Telefonica, which are active in the international market but have limitations on foreign ownership because they are viewed as belonging to "strategic" sectors.

It is believed that ownership of non-voting shares will not be subject to such limitations.

Telefonica is 85 per cent owned by the Spanish Government. The 25 per cent ceiling on non-Spanish equity holdings was built into a telecommunications ownership law that was approved by Madrid in 1987.

## Finland may tax share issues

FINLAND is considering introducing a 1 per cent tax on share issues, in line with EC plans to harmonise taxation of securities, Reuters reports.

The Finance Ministry said that a working party had suggested ways of aligning various Finnish stamp duties and had presented its report to the tax ministry.

## Bund futures force pace of change

With world bond markets oscillating wildly, trading in German bund futures on the London International Financial Futures Exchange (Liffe) has at times this year reached a frenzy of activity.

Contract volume by value has often soared to around £10bn (\$16bn) a day as the mass of 200 gesticulating brokers crammed into the bund trading arena in London have reacted as quickly to the latest news on German unification as any Berlin politician.

And the intense interest in bund futures in London has helped lead the German cash market in bonds into the 20th century.

The introduction of bund futures in London proved a catalyst for the rapid development of cash trading in the German bond market which as recently as two years ago was little more than a domestic backwater.

It was the prime vehicle for international investors wishing to buy German domestic fixed-income securities, but turnover volume was relatively small, dealing spreads were too wide and distribution methods archaic.

When Liffe moved swiftly to launch its bund contract, the Frankfurt market balked at a product it felt should trade in Germany. However, the Deutsche Terminbörse, Frankfurt's computerised futures exchange, had to overcome restrictive German gambling laws before it could start up in January.

By then, Liffe's contract had established itself as a liquid market and Frankfurt will have a struggle to wrest business back when its futures contract is launched in August.

It is a sensitive issue that the cessation of emotion stemming from German monetary union is being reflected in the fast-moving trading pits of London rather than Frankfurt. But futures have made the market a little too lively for some used to the cosy ways of doing business in the cash market, particularly the ambiguous position of the German banks which are active in the cash market but have been cautious about using futures.

Several factors have held back the development of the cash market, particularly the ambiguous position of the German banks which are active in the cash market but have been cautious about using futures.

One broker prominent on Liffe in Frankfurt was expected to move prices in a bund futures pit in a way not normally expected in a mature market. "In other successful markets the biggest players in

## Derivatives trading is hitting the West German bond market hard, report Katharine Campbell and Deborah Hargreaves

in a bid for calm. The bank roundly denied the rumour, but its ambivalence to the futures contract is widely felt among market users.

Although the futures contract has been associated with a period of volatile trading, it has not at a stroke injured the cash market against its old ways. The cash market is still a decade immature, notably in the weeks of near-illiquidity

the cash market also generally maintain the largest presence in the associated futures product, so that you don't get this argument about the tail wagging the dog."

One Frankfurt observer says that bund traders are often observed driving futures prices down hard in a blatant search for liquidity in the cash market. At a certain level (the current target is the price that is created with a 9 per cent yield on bund paper) the domestic institutions are known to be reliable buyers for their web of retail customers.

Nevertheless, the futures contract's value as a force for change in the German money market as a whole should not be underestimated. Many money market instruments that are common currency in many countries such as commercial paper, floating rate notes and certificates of deposit are under-developed in Germany.

The futures contract has catalysed an evolutionary process that had already begun.

## The introduction of bund futures in London proved a catalyst for the rapid development of cash trading in the German bond market, which as recently as two years ago was little more than a domestic backwater

One of its important achievements has been to push the nascent bond borrowing or repurchase market in Germany. This market has been developed eagerly by experienced US investment banks and brokerage houses used to the facility at home.

Domestic bond buyers have remained cautious about get-

ting involved in the repurchase market, even though it can mean an increase in the income on their bond holdings. But international clients have become so familiar with the process that they were moving from lending specific issues of bonds into general collateral repurchase agreements which involve lending a portfolio.

The growth of the repurchase sector has been slowed by the recent bearish attitude of overseas investors to the German market. A lot of foreign bond holdings have flowed back to domestic buyers which remain sceptical about an involvement in the market.

In addition, the recent public row about repurchase agreements between DG Bank and banks in France has highlighted the immaturity of this sector and caused a lot of nervousness over the embryonic market.

However, repurchase agreements could grow to become the largest short-term instrument in the market, according to one US investment bank.

Other derivatives have developed alongside the exchange traded instruments - notably bund warrants and over-the-counter options. But both are unsophisticated for different reasons. Many of the German houses issuing the warrants have wildly mispriced them - in one case selling put warrants for less than their intrinsic value. At least two foreign houses have explained how they bought the puts and the future, which is equivalent to having a call position, and then sold the calls at a vast profit.

Again, the underdeveloped repurchase market has some strange effects on the pricing of the over-the-counter cash options. Market makers assume widely different repurchase rates so that, although the spreads may be quite narrow, the prices may diverge considerably.

There is no going back for the German money market: the changes that have been prompted by the futures contract are unlikely to disappear. Development will be even more rapid with the inception of Frankfurt's own product this summer. The two contracts will probably enter a period of intense competition which will be made more interesting because the new on-screen futures contract will compete with a traditional open outcry market.

## SocGen to close Bahrain offshore unit

SOCIETE GENERALE, the big French bank, will close its offshore banking unit in Bahrain at the end of next month, AP-DN reports.

The closure is the most significant departure from Bahrain's offshore banking community since the Paris-based Banque Arabe et Internationale d'Investissement (BAII) surrendered its license last year.

SocGen employs about 30 people at its Bahrain subsid-

iary and had built up total assets of around \$1bn. The bank was active in the offshore Saudi Riyal deposit market.

SocGen said its offshore banking unit would cease operations from July 1. But the bank said it would maintain a presence in the region with its existing representative office in Bahrain.

In the early 1980s, close to 80 international banks held licenses on the island. After

the slide in oil prices during the mid-1980s, there was a rash of departures which brought the numbers down to around 60 offshore units by the end of last year.

The pace of departures has slackened recently, though many bankers still say the island is over-banked.

Foreign bankers say the Arab banks are now able to take on much of the good lending opportunities in the region.

## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS		Thursday May 3 1990		Wed May 2		Tue May 1		Mon Apr 30		Year ago (approx)	
Figures in parentheses show number of stocks per section		Index	Day's Change	Index	Day's Change	Index	Day's Change	Index	Day's Change	Index	Day's Change
1 CAPITAL GROUPS (199)	815.86	-0.5	14.29	5.5	8.48	14.32	820.09	816.15	813.49	960.85	
2 Building Materials (27)	996.49	-0.3	15.93	5.96	7.73	16.86	997.70	994.99	999.61	1204.71	
3 Contracting, Construction (26)	1278.79	-0.1	18.76	6.42	6.36	31.00	1280.64	1278.36	1279.21	1773.22	
4 Electricals (10)	2332.46	-0.9	12.19	5.74	10.09	39.90	2334.64	2331.60	2330.14	2849.95	
5 Electronics (29)	1738.75	-0.6	10.38	4.27	12.50	1749.88	1734.70	1717.35	1723.29		
6 Engineering, Aerospace (8)	261.48	-1.5	14.75	5.27	8.09	9.03	264.22	261.51	261.41	0.00	
7 Engineering-General (43)	452.04	-0.1	12.58	5.54	9.61	8.17	451.61	449.88	448.31	0.00	
8 Metals and Metal Forming (6)	466.16	-0.4	25.24	6.69	4.47	0.53	464.50	462.83	469.60	541.60	
9 Motors (16)	335.37	-0.2	16.63	6.72	7.03	9.47	336.38	335.94	335.92	314.38	
10 Other Industrial Materials (64)	1472.56	-0.8	12.29	5.41	9.44	31.01	1484.91	1480.16	1485.47	1662.83	
11 CONSUMER GROUP (178)	1164.13	-0.2	10.17	4.21	12.22	10.37	1165.94	1163.49	1151.43	1288.51	
12 Brewers and Distillers (21)	1370.14	-0.2	10.40	4.02	11.67	12.62	1373.05	1375.27	1373.08	1333.96	
13 Food Manufacturing (20)	1004.38	-0.1	11.04	4.64	11.23	11.60	1005.53	1005.46	1001.95	1028.29	
14 Food Retailing (16)	2201.22	-0.1	9.91	4.58	13.03	15.69	2210.31	2210.17	2188.04	2123.93	
15 Health and Household (13)	2423.23	-0.5	7.13	2.86	16.49	17.14	2435.17	2413.96	2385.03	2287.07	
16 Leisure (32)	1297.51	-0.4	10.87	4.57	12.34	11.41	1291.79	1275.99	1266.85	1620.86	
17 Packaging & Paper (13)	542.90	-0.7	13.09	5.98	9.61	11.66	539.06	537.51	534.25	572.36	
18 Publishing & Printing (16)	580.77	-0.3	11.62	5.80	11.62	10.81	582.70	580.34	582.15	637.64	
19 Textiles (12)	703.00	-0.4	12.56	5.22	10.29	2.12	705.63	701.02	696.99	792.56	
20 OTHER GROUPS (105)	1073.99	-0.1	11.82	5.92	10.13	9.12	1073.83	1066.74	1069.71	1079.25	
21 Agencies (17)	1170.70	-0.1	11.04	4.64	11.23	12.89	1180.23	1184.78	1171.30	1388.89	
22 Chemicals (14)	1170.70	-0.1	11.04	4.64	11.23	12.89	1180.23	1184.78	1171.30	1388.89	
23 Conglomerates (14)	1047.48	-0.5	10.72	5.33	10.77	10.73	1049.04	1044.41	1040.08	1577.96	
24 Transport (13)	2101.29	-0.1	11.26	4.68	11.27	25.71	2108.89	2094.69	2093.56	2417.53	
25 Telephones Networks (2)	1049.90	-0.6	12.09	4.88	10.76	0.00	1053.12	1053.12	1053.12	1102.16	
26 Water (10)	1837.91	-0.3	11.01	5.43	10.00	10.81	1838.51	1832.00	1837.74	0.00	
27 Miscellaneous (26)	1676.16	-1.5	12.39	5.05	9.22	18.48	1703.91	1707.64	1705.56	1478.26	
28 INDUSTRIAL GROUP (482)	1061.75	-0.2	11.71	4.89	10.41	11.59	1063.73	1057.61	1051.74	1129.34	
29 Oil & Gas (18)	2168.07	-0.6	12.50	5.56	10.57	36.63	2165.49	2127.09	2111.34	1988.75	
30 S&P SHARE INDEX (500)	1154.01	-0.1	11.82	5.99	10.43	13.99	1154.07	1147.82	1140.35	1202.62	
31 FINANCIAL GROUP (110)	747.36	-0.2	6.11	6.11	18.31	748.68	739.56	735.74	734.78		
32 Banks (9)	794.82	-0.3	20.74	6.76	6.31	24.92	797.53	799.17	799.17	734.78	
33 Insurance (7)	5.97	-0.1	6.39	6.39	19.43	628.09	624.48	622.62	596.38		
34 Insurance (Brokers) (7)	1041.18	-0.1	8.24	6.25	16.01	27.41	1041.97	1035.75	1034.81	931.69	
35 Merchant Banks (7)	409.48	-0.5	4.65	4.65	4.85	407.46	406.85	403.22	331.77		
36 Finance (10)	1837.91	-0.3	11.01	5.43	10.00	10.81	1838.51	1832.00	1837.74	0.00	
37 Other Financial (22)	235.22	-0.2	15.11	7.56	8.73	4.23	234.75	230.06	229.32	370.68	
38 Investment Trusts (67)	1130.83	-0.2	6.39	6.39	9.53	1128.03	1121.22	1113.92	1129.46		
39 Overseas Traders (3)	1273.58	-0.7	10.36	7.17	11.45	42.87	1282.38	1280.91	1269.70	1373.16	
40 ALL-SHARE INDEX (682)	1056.31	-0.1	5.12	5.12	14.48	1057.17	1049.21	1043.16	1090.77		
FT-SE 100 SHARE INDEX	2134.91	-2.7	2145.22	2130.21	2137.61	2137.91	2130.47	2106.61	2133.16	2119.0	

FT-SE 100 SHARE INDEX: 2134.91, 2145.22, 2130.21, 2137.61, 2137.91, 2130.47, 2106.61, 2133.16, 2119.0

## NOTICE TO BOND AND NOTEHOLDERS

With effect from 6 May 1990 the name of Woolwich Equitable Building Society will be changed to

Woolwich Building Society

# WOOLWICH

— BUILDING SOCIETY —

Corporate Headquarters  
Watling Street  
Bexleyheath  
Kent DA6 7RR  
Telephone 081-298 5000\*

\*Also effective from 6 May 1990

## EUROMONEY

- Euromoney Publications enjoyed a record first half-year. Net profits before tax rose by 23 per cent to £3.38 million in the six months to March 31, earnings by 20 per cent to 10.54p a share and the interim dividend is 1p higher at 6.5p a share.
- We continue to buy businesses that fit in with ours and to which we can add value. Since October last, we have acquired Canrus Airport Publishers who publish two magazines, an annual directory and hold conferences; Financial i, who produce excellent training videos; and options to buy Century House Information who publish Corporate Location Europe.
- We are pleased with last year's purchases - Countertrade and Barter, FT Euromarket Letter, Euromoney Access and the Petroleum Economist - which have performed as planned, or better.
- Asiamoney has made a good start

Half-year highlights for six months to March 31			
Turnover	£14.00 million	up 21 per cent	
Pre-tax profit (unaudited)	£ 3.38 million	up 23 per cent	
Earnings	10.54 pence	up 20 per cent	
Interim dividend	6.5 pence	up 18 per cent	

## EUROMONEY PUBLICATIONS PLC



### Tokyo Pacific Holdings N.V.

Curacao, Netherlands Antilles

#### Annual General Meeting of Shareholders

Notice is hereby given that the Annual General Meeting of Shareholders of Tokyo Pacific Holdings N.V. has been called by the Manager, Intimix Management Company N.V. The Meeting will take place at John S. Gortzweg 6, Willemstad, Curacao, Netherlands Antilles on 25th May, 1990 at 10.30 a.m.

The agenda and the Annual Report 1989 may be obtained from the offices of the Company at John S. Gortzweg 6, Willemstad, Curacao or from the Paying Agents mentioned hereunder. Shareholders will be admitted to the meeting on presentation of their certificates or of vouchers, which may be obtained on or before 18th May, 1990 from any of the paying agents.

Willemstad, Curacao, 4th May 1990  
Intimix Management Company N.V.

#### Paying Agents

Piermont, Holding & Pierson N.V.  
Rokin 55,  
1012 KK Amsterdam  
National Westminster Bank PLC  
Stock Office Services  
3rd Floor, 20 Old Broad Street  
London EC2N 1EJ  
Etiopienne de Banque  
21 Rue Laiffite, Paris 9  
Sak. Oppenheim Jr. & Cie.  
Unter Sachsenhausen 4  
D 5000 Köln  
Thinkaus & Burkhardt  
Königsallee 21-23  
D 4000 Düsseldorf 1

### Tokyo Pacific Holdings (Seaboard) N.V.

Curacao, Netherlands Antilles

#### Annual General Meeting of Shareholders

Notice is hereby given that the Annual General Meeting of Shareholders of Tokyo Pacific Holdings (Seaboard) N.V. has been called by the Manager, Intimix Management Company N.V. The Meeting will take place at John S. Gortzweg 6, Willemstad, Curacao, Netherlands Antilles on 25th May, 1990 at 10.00 a.m.

The agenda and the Annual Report 1989 may be obtained from the offices of the Company at John S. Gortzweg 6, Willemstad, Curacao or from the Paying Agents mentioned hereunder. Shareholders will be admitted to the meeting on presentation of their certificates or of vouchers, which may be obtained on or before 18th May, 1990 from any of the paying agents.

Willemstad, Curacao, 4th May 1990  
Intimix Management Company N.V.

#### Paying Agents

Piermont, Holding & Pierson N.V.  
Rokin 55,  
1012 KK Amsterdam  
National Westminster Bank PLC  
Stock Office Services  
3rd Floor, 20 Old Broad Street  
London EC2N 1EJ  
Banque Paribas  
3 Rue d'Anfin, Paris 2  
Banque Paribas Belgique S.A.  
Boulevard Emile Jacqmain 162  
B 1000 Bruxelles

## UK COMPANY NEWS

### Tesco to pay £55m for Asda superstore sites

By Maggie Urry

TESCO IS buying three superstore development sites from fellow food retailer Asda for £54.75m in cash.

The sites, which have outline planning permission to build superstores, are in Shoreham (Sussex), Hillingdon (Middlesex) and Ashford (Kent). Tesco shares rose by 1p to 197p while Asda shares gained 2p to close at 97p yesterday.

Mr John Hardman, Asda chairman, said the sites being sold were surplus to requirements. He said the £705m acquisition last autumn of 61 superstores from Gateway and Asda's own 13 store opening programme in the new financial year meant that by April 1991 the group would have increased its sales area by 28 per cent.

Mr David Reid, finance director of Tesco, said the acquisition gave the group sites in important areas where either it had been under-represented or, in the case of Ashford, would give it a strong position in an important town. He said Tesco had anticipated Asda's probable need to sell sites and had approached Asda some months ago.

The three stores will cost about a further £6m each to develop, making an average cost for each of around £24m. Mr Reid said that this was on the high side but not the most the group had ever paid for a superstore. Two stores would open in the 1991-92 financial year and one the year after.



John Hardman: sites sold were surplus to requirements.

The deal will help to reduce Asda's borrowings which stood at about £900m at its financial year end last month, 80 per cent of shareholders funds. The group will make a small profit on the sale.

Asda said it would have cost perhaps a further £30m to build the three stores, but that its primary objective at present was to maximise profitability of existing investments.

Last December Asda warned that its profits in the year just ended would be "significantly below" the previous year's. Asda denied recent stock market rumours that the trading position had worsened yet again.

The company said that its central distribution system was now providing a 98 per cent service level to the stores and costs had been reduced.

Asda added that the integration of the Gateway stores was going well, with 49 now trading under the Asda name. Gross margin benefits from the extra buying power had matched expectations, Asda said. Sales of the George Davies range of clothing and footwear were also going well.

### PWS rises to £2.5m and makes cash call to bolster recovery

By Nikki Tait

PWS HOLDINGS, the Lloyd's reinsurer, yesterday demonstrated further signs of recovery after its ill-fated acquisition of Giam Nyman & Associates in 1988, when it announced pre-tax profits of £2.54m for the six months to end-March.

The figure compared with £1.78m in the same period a year earlier and £1.62m for the last full year.

Interest charges in the period under review took £670,000 (£637,000) and an exceptional debit of £400,000 (nil) covered redundancy costs.

Earnings per share rose 39 per cent to 10.3p (7.4p), while the interim dividend increased by 30 per cent to 1.3p (1p).

Helped by this progress, PWS was able to announce a £3.7m rights issue on a one-for-four basis at 55p a share, and still see its share price rise 3p to 70p yesterday.

Jupiter Tarbutt Merkin, the fund management group, has agreed - on behalf of discretionary funds which it manages - to take up its rights in respect of 29.9 per cent of the issue. The remainder has been underwritten by Laing & Cruckshank, which has been appointed stockbroker to the company.

The rights call is intended to assist the group's recovery and strengthen the balance sheet. In the wake of the disastrous acquisition in 1988, debt increased sharply, and directors said the funds would help reduce outstanding borrowings from £8.61m now to £3.24m.

PWS reminded shareholders that the company usually incurred a small loss in the second half, but said it was "confident of a satisfactory overall outcome." It is forecasting a final dividend of 1.7p (1.5p) a share.

### Ivory & Sime unveils new management structure

By David Barchard

IVORY & Sime, the Edinburgh-based fund management group, yesterday unveiled a new management structure intended to fill vacancies created last month when Mr David Ross, the group's former managing director, departed abruptly together with four senior fund managers.

Mr Ross is to be replaced by a three-executive management committee, headed by Mr Allan Munro, formerly pensions director at Ivory.

One significant feature of the changes is that Mr Alex Hammonds, Ivory & Sime's chairman, will give up his duties as chief executive.

Two new non-executive deputy chairmen, Mr Geoffrey Munson and Mr David Newbiggin, both non-executive directors, have also been appointed.

Mr Munro will share his

executive responsibilities on the executive management committee with two other members, Mr Michael Woodward, Ivory & Sime's head of European Investment since 1986, who becomes Investment Director, and Mr Gordon Nelly, who becomes Finance Director.

"The new structure emphasises teamwork which I very much believe in," Mr Munro said yesterday, adding that he hoped he would be able to continue with his own fund management work.

Mr Munro said that the executive management committee would probably be expanded later.

Mr Munro said yesterday that he hoped the upheavals in Ivory & Sime which accompanied Mr Ross's departure after 20 years with the company, were now over.

### Noble Raredon seeks £5m to help establish Polish facility

By David Owen

NOBLE RAREDON, the leisure, trading and specialised engineering group controlled by Mrs Bilge Nevzat, sister of Paddy Beek's Mr Asil Nevzat, is calling on shareholders for £5.2m net via a 7-for-20 rights issue at 80p per share.

The company proposes to use £4m of the money to establish a manufacturing facility in Poland to produce packaging materials and corrugated cardboard boxes. That would be by means of a majority stake in a joint venture.

The group said that it was negotiating with a state-owned company in Torun which would provide land and buildings as consideration for its

minority stake.

A further £900,000 would be used to purchase the minority interest in Sunset View, a holiday village on the Turkish Aegean coast.

The company said that its Tri-Sun Travel subsidiary has entered into a conditional agreement to buy the 49 per cent that it does not already own in Sunset Turistik Isletmeleri, the Turkish group that owns and operates the village. The balance of £200,000 is to be used for working capital.

Under the terms of the proposed transaction, some 5.53m of the 6.78m new shares being issued are being conditionally

placed with institutional investors by Paribas and Stock Beech.

However, they will be made available to current shareholders through an open offer.

The remaining 1.95m new shares are to be subscribed for by Fairweather Investments, an entity whose share capital is held by trustees for the benefit of Mr and Mrs Nevzat and family.

This represents about 28.4 per cent of Fairweather's entitlement to the new shares. The company's stake in Noble Raredon will accordingly fall from 64.9 per cent to 52.9 per cent. Noble Raredon shares closed 7p higher yesterday at 82p.

### Propeller rises 44% to £1.02m

By Katrina Lowe

Propeller yesterday pleased the market with a 44 per cent rise in annual profits from £708,169 to £1,020,000 achieved on sales up 50 per cent from £3.46m to £5.19m. The group, which joined the USM last June, added 5p to 33p on the announcement of results for the year to February 2.

Mr Mike Keen, chairman of Propeller and of Corton Beach, which has a 28 per cent stake, attributed Propeller's success to its "safety first" approach. The company has few overheads as it employs about 30 people and operates from small offices in the West End of London. Distribution is contracted out. Propeller has three businesses in niche markets and

several products lines, aimed at spreading profitability and reducing vulnerability to any downturn.

During 1989 the company entered into a commercial partnership and also formed a division to establish a range of ties and accessories and a contribution is expected this year. Talks are underway which could result in an acquisition to add jackets and

Mr Tony Dabbs, chief executive, said the core business, which gives the company its name, put in about £750,000 to these results. Michael Ross, the knitwear side, contributed £200,000 and the menswear line, the menswear distributor, acquired in October, contributed £250,000.

Mr Keen said sourcing from Hong Kong had been reduced from about two-thirds to a third due to unease regarding the future of the colony. The stock was taken up in Portugal, Turkey and Greece, the United Arab Emirates and India. The move had also enabled Propeller to speed up delivery times. The termination of the Hong Kong agreement and associated costs accounted for £248,976 of extraordinary costs of £539,491.

The dividend for the year has been raised 20 per cent to 0.6p a share on earnings of 6.9p (£53p). The year ended with short-term borrowings at £1.6m and gearing of 90 per cent.

### Clinton £6.4m rights and plans full listing

By Claire Pearson

CLINTON CARDS, which continues to buck the trend in the specialist retailing sector, yesterday announced it intended to celebrate with a £6.4m rights issue and a move up to the Official List.

The USM-quoted greetings cards company plans to use proceeds of the one-for-four share issue to fund further expansion of its outlets, now standing at 188.

The 3.38m rights issue shares are being issued at 200p. Yesterday Clinton's shares closed 12p down at 227p.

Mr Don Lewin, chairman, said he was confident Clinton was "well placed to achieve

another satisfactory year". Sales since the start of the year on January 28 were about 13 per cent up on a like-for-like basis. He had been particularly encouraged by the performance during the 1989 Christmas period.

Last year Clinton spent £5.8m on opening new shops and refurbishing others.

The Lewin family is not taking up its rights entitlements and this will reduce its share holding from 70 to 56 per cent. In the year to January 28, Clinton made pre-tax profits of £3.4m (£3.51m). Earnings per share increased by 33 per cent to 17.1p.

## SCHERING

### Notice of Annual General Meeting

Schering Aktiengesellschaft  
Berlin and Bergkamen

(Securities Code Nos.  
717 200 and 717 201)

Shareholders are invited to attend this year's Annual General Meeting, which will take place on Wednesday, 13th June, 1990 at 10 a.m. at the International Congress Centre Berlin, Messedamm/Neue Kantstrasse, 1000 Berlin 19 (Charlottenburg).

#### Agenda

1. To present the approved accounts, the group accounts, the annual report for Schering A.G. and the group annual report for the business year 1989 together with the report of the Supervisory Board.
2. Resolution upon the appropriation of the net profit for the year.
3. Resolution upon discharging the Board of Management.
4. Resolution upon discharging the Supervisory Board.
5. Resolutions to increase the nominal capital by transfer from reserves in a ratio of 20:1.
6. Resolution regarding the spin-off of the plant protection division of Schering A.G. into a joint venture with Sandoz A.G., Basle, Switzerland.
7. Resolution regarding changes in the Articles of Association concerning the Company's business.

8. Resolution regarding changes in the Articles of Association concerning compensation of Supervisory Board members.
9. Election of accountants for the financial year 1990.

The complete agenda, including the resolutions put forward, is due to appear in the 3rd May, 1990 issue (No. 82) of Bundesanzeiger (Federal Gazette). Please refer to this announcement for details of the agenda and of the procedure for depositing shares in order to attend the Meeting. Closing date for such deposits will be Wednesday, 6th June, 1990.

Pursuant to Section 125 of the German Companies Act we have sent Notices to Shareholders and the abridged version of our annual report for 1989 intended for all holders of Schering shares to every bank holding Schering shares in safe custody, for them to pass on to all holders of Schering shares. Shareholders who have their Schering shares held in safe custody by a bank and have not as yet received these documents from their bank by the beginning of June 1990 are requested to apply for them to their bank.

Berlin, 3rd May, 1990  
The Board of Management



## UK COMPANY NEWS

State Insurance Office sold for £257m amid controversy  
**Norwich wins largest NZ insurer**

By Terry Hall in Wellington and Patrick Cockburn in London

NORWICH UNION, the UK mutual insurer, was yesterday named surprise victor in the bidding for the State Insurance Office, New Zealand's biggest general insurer with one million customers.

It is paying £257m (NZ\$735m) compared with the New Zealand Government's initial estimate that the sale might raise NZ\$500m.

Mr Phil Sheridan, Norwich Union's international general manager, said his company had paid a "very full price for a unique asset, one that had only incurred underwriting losses in three years since it was founded in 1905." The company made a pre-tax profit of £18.4m in 1989 and has total assets of £200m.

By buying the state insurer Norwich automatically becomes the biggest non-life insurance company in New Zealand with 36 per cent of the motor market and 24 per cent of household insurance. Market share of this size should give it a measure of control over prices.

Outlining other reasons for paying a high price Mr Chris Bascombe, International Actuary at Norwich Union, said: "A major attraction is that they have 71 branch offices where people come and buy insurance." The UK mutual plans to use this distribution system, which has 1,200 employees, to sell life insurance.

Mr Bascombe said that the decision by the New Zealand Government to privatise the company gave Norwich Union an uncommon opportunity to buy a profitable insurance business. "When insurance companies come on the market there is usually something wrong with them," he said.

The sale was seen in New Zealand as controversial, with defenders of state ownership saying the low premiums charged by the State Insurance Office had kept down insurance rates and had been to the advantage of consumers. The Government still has to pass legislation to permit the sale.

Profits for non-life insurers in New Zealand have been hit by the economic depression and damage caused by Hurricane Bola to North Island but, with its emphasis on personal lines, the State Insurance Office is believed to be more profitable than other companies.

Norwich Union was swift yesterday to deny that its purchase had anything in common with the controversial takeover by the Perth-based Composite General Accident of NZI Corporation, the New Zealand banking and insurance group, whose subsequent losses have hit GA's profits.

Mr Tom Bennett, insurance analyst at Paribas Capital Markets Group, said: "This is completely different from NZI where the problems were all in the banking end of the business. NZI's insurance interests are profitable and well run."

Before buying the State Insurance Office Norwich Union already had a small stake in New Zealand. Norwich Life had three per cent of life

business and Norwich Winterthur Insurance, of which Norwich Union had a 48.5 per cent interest, had 3.5 per cent of the non-life market.

Mr Sheridan said the State Insurance Office was a well managed organisation and that Norwich Union did not propose making any changes, although it might provide additional input in the investment area. The company would also retain its old name.

He said the price had been a full but fair one as his company had been competing against 25 other bidders.

Speaking for the New Zealand government Mr Peter Neilson, associate minister for state-owned enterprises, said: "At current interest rates the sales proceeds of NZ\$735m will cut the Government's debt servicing by between NZ\$90m and NZ\$100m a year."

Norwich Union's annual report issued yesterday said that assets under management now exceeded £200m. Total turnover grew last year to £3bn.

**TSB review proposes sale of Target**

By David Lascelles, Banking Editor

THE TSB is proposing to sell off Target Group, one of the UK's largest unit-linked life assurance companies.

News of the sale is expected today as part of an announcement about the results of a wide-ranging review which the banking group has been conducting of its insurance and investment activities.

The TSB bought Target nearly three years ago in an agreed £227m bid. But it has now concluded that the company overlaps with Hill Samuel, the merchant banking and investment services group which it bought around the same time mainly for its corporate banking capabilities.

Both Target and Hill Samuel sell investment products outside the TSB's bank branch network. Similar products are also sold through the branches by a third company, TSB Trust Co.

Target markets a wide range of personal investment and other financial products such as unit-linked pensions, unit-linked life assurance and savings plans, unit trusts and offshore funds. It has a strong distribution network based on independent advisers and a direct sales force.

In the year ending September 30 1989, Target had total premium income of £212m of which £53.6m was new annual premium income. The value of the TSB's share was £21.2m, and funds under management were £1.37bn.

However, Target's profits were badly hit by a £13m provision for bad debts last year which reduced earnings to only £2.2m, a £20m loss before. Full details of the accounts have not yet been published.

Target has preserved its autonomy within the TSB group which makes it easier to sell than more integrated operations. However, it is unlikely that the TSB will reconvert its purchase price. The original deal was concluded only three months before the 1987 market crash, and the current uncertainty in the investment market has depressed prices.

Nonetheless, there is considerable sale and purchase activity in the investment services business at present, and the TSB is hopeful of finding a substantial buyer, possibly foreign.

Mr Paul Taylor, Target's managing director, said last night that the decision to sell had not come as a surprise, though staff were pleased that the uncertainty created by the TSB review had ended.

He said Target was sufficiently free-standing to be able to continue its business as before with a supportive new owner.

**Warning hits Pepe shares**

Shares in Pepe, a former star of the textiles sector, tumbled 22p to 143p yesterday after the leisurewear group warned that pre-tax profits for the year to end-March would be lower than last year's £12.8m.

The blame was laid chiefly on difficult trading conditions in the UK. And its strategic push into overseas markets had also proved more costly than anticipated.

Pepe set a £10.5m floor on pre-tax profits, which are due to be announced in July. Prior to yesterday's announcement the City had expected profits to be slightly higher.

The pre-tax figure would be scored on group turnover 30 per cent ahead, the company said, reflecting growth in international markets.

**Notices to Warrant Holders of YAOHAN DEPARTMENTSTORE CO. LTD.**

U.S. \$40,000,000 3% per cent Guaranteed Bonds Due 1991 with Warrants (the "Warrants" 1991) and U.S. \$100,000,000 4% per cent Guaranteed Bonds Due 1993 with Warrants (the "Warrants" 1993)

Pursuant to Clauses 3 and 4 of the indenture dated 26th November, 1989, relating to the Guaranteed Warrants (1991) and pursuant to Clauses 3 and 4 of the indenture dated 26th November, 1989, relating to the Guaranteed Warrants (1993), notice is hereby given as follows:

(1) On 25th April, 1990, the Board of Directors of YAOHAN DEPARTMENTSTORE CO. LTD. (the "Company") resolved to make a free distribution of shares of the Common Stock of the Company to be made on 21st June, 1990 to shareholders of record as of 20th May, 1990 Japan time (the "record date"), at the rate of 0.1 new share for each one share so owned.

(2) Such a free distribution will result in adjustments of the subscription prices of the Guaranteed Warrants (1991) and Warrants (1993) as follows:

(A) The Warrants (1991) Subscription price before adjustment: Yen 1,512.00 Subscription price after adjustment: Yen 1,212.40

(B) The Warrants (1993) Subscription price before adjustment: Yen 1,815.00 Subscription price after adjustment: Yen 1,515.00

The new subscription prices will become effective on 21st May, 1990, Japan Time.

YAOHAN DEPARTMENTSTORE CO. LTD.  
By: The Tokyo-Mitsubishi Bank, Limited  
London Branch and The Sanwa Bank, Limited  
London Branch  
as Principal Paying Agents  
4th May, 1990

**Action hots up in the Globe takeover battle**

John Thornhill on a new move in the bid for GIT

MR PAUL Whitney and Mr Barry Southcott are as mild-mannered pair of men as you could wish to meet.

But as chief executive and managing director respectively of CIT Management they show a ruthless streak when it comes to dealing with the £12.3bn of assets they manage for the British Coal Pension Funds.

This has already been shown by the funds' current £1.03bn bid for Globe Investment Trust which has been pursued with almost clinical cunning. And so it was again yesterday as the funds revealed two additional offers for Globe which attempted to wrong-foot the other side and immediately confront some of the issues thrown up by the Association of Investment Trust Companies, which had just launched a campaign to have the bid referred to the Monopolies and Mergers Commission.

The British Coal Pension Funds are now offering Globe's shareholders three options:

● An all cash offer of 181p per Globe share. The funds claimed that because of the fall in the stock market their cash offer now represented only a 3 per cent discount to the trust's net asset value at the beginning of this month.

● A loan note alternative. These notes will bear interest payable every six months at LIBOR, currently at 15% per cent. The notes may be redeemed for cash on April 30 1991 up until the final repayment date on April 30 1995. In their previous successful bid for the TR Industrial & General Trust, the coal men never felt obliged to introduce a loan note alternative and received some vociferous protests from small investors with potential

capital gains tax problems.

● An option to switch their Globe shares into a new investment trust.

This investment trust will be the first to be set up with the specific purpose of tracking the performance of the FT-Actuaries All-Share index - to date, other funds in the trust sector have confined themselves to issuing "index" loan stocks - and will invest wholly in UK quoted companies. The funds believe they can effectively track the market by investing in only 50 to 100 stocks.

It is unique in being the only investment trust with this objective," said Mr Whitney.

This new investment trust will have an initial life span of three years - which it is hoped will help reduce the discount between its share price and net asset value.

At the end of that time, shareholders will be able to vote on whether to extend its life or to liquidate the assets. If the trust's life is extended, the trust's life is extended on an annual basis as to whether to continue it.

Placing a fixed life on a trust is a common move designed to prevent too big a gap developing between the value of the underlying assets and the fund's share price. However, the first possible wind-up date is normally set six or seven years out three years is unusually short.

The trust will be quoted on the Stock Exchange and its shares will be traded just like any other quoted investment trust's shares.

One of Globe's directors will be invited to join the board, but once the trust has been set up it will require little management effort or cost. "The investment strategy will be run by a computer," Mr

Southcott said.

The creation of this new trust does, however, depend on the funds' offer becoming unconditional. It also requires a minimum of 200 shareholders to accept and must have an aggregate value of not less than £10m (less than 1 per cent of Globe's estimated net asset value at May 1).

This package also has a degree of flexibility: Globe's shareholders will have the ability of subscribing for as much of any of the three options as they wish depending on which combination most suits their investment needs or is most advantageous for their tax position.

Investment trust analysts were yesterday divided as to the merits of the funds' proposals but all deferred their final judgement until they had seen more details. One said: "It is a good card for them to play at this stage but there are still a whole lot of questions to be answered on the details."

Mr Phillip Chappell, an adviser to the Association of Investment Trust Companies, responded favourably to the funds' proposals but said the AITC would continue to campaign to preserve Globe's independence.

"I am glad that they [the funds] have recognised some of the arguments that were adduced on the tax issues for private shareholders but they have not dealt with the principle. Shareholders wanted to be part of a global investment trust and now they are being offered cash, a loan stock, or an index-tracker," Mr Chappell said.

"This package is not what Globe's shareholders originally bought so why should they be pushed by big brother into accepting what they do not want."

**World Automotive Components**

The Financial Times proposes to publish a Survey on the above on

16th May 1990

For a full editorial synopsis and advertisement details, please contact:

Colin Davies

on 071-873 3512/3432  
or write to him at:Number One, Southwark Bridge  
London SE1 9HLFINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER**INTERIM RESULTS**

Interim dividend 1.5p per share.

£108 million (15% of turnover) spent on research and development.

Successful and continuing commitment to developing antiviral medicines.

**FINANCIAL RESULTS (unaudited)**

	27 weeks ended 3 March 1990 £m	26 weeks ended 25 Feb 1989 £m	Percentage increase
Turnover (human healthcare)	733	580	+26%
Pretax profit	164	128	+28%
Earnings per share	11.5p	9.0p	+28%

The Interim Report will be mailed to shareholders on 9 May. For a copy, and the current Annual Report, write to: The Public Relations Department, Wellcome plc, Unicorn House, PO Box 129, 160 Euston Road, London NW1 2BE

This notice is issued in compliance with the requirements of the Council of The Stock Exchange. It is not an invitation to any person to subscribe for or purchase ordinary shares of 10p each in Clinton Cards PLC.

Application has been made to the Council of The Stock Exchange for the ordinary shares of 10p each in Clinton Cards PLC, issued and now being issued, to be admitted to the Official List.

**CLINTON CARDS PLC**

(Incorporated in England under the Companies Acts 1948 to 1987 No. 935739)

**RIGHTS ISSUE**  
on a 1 for 4 basis  
of 3,381,607 new ordinary shares  
at 200p per share  
and

**INTRODUCTION TO THE OFFICIAL LIST****SHARE CAPITAL**Authorised  
20,000,000

in ordinary shares of 10p each

Issued and now  
being issued  
16,908,035

Listing Particulars relating to Clinton Cards PLC are available from the statistical services of Exel Financial Limited and copies may be obtained during normal office hours on any weekday (Saturdays and public holidays excepted) for the next two business days from The Stock Exchange Company Announcements Office, 46-50 Finsbury Square, London EC2A 1DD and up to and including 18th May 1990 from:

CCF Laurence Prust Ltd  
27 Finsbury Square  
London  
EC2A 1LPClinton Cards PLC  
The Crystal Building  
Langston Road  
Loughton  
Essex  
IG10 3TH

4th May 1990

NEW ISSUES May 2, 1990



\$400,000,000

9.30% Debentures

Dated May 10, 1990 Due May 10, 1994  
Interest payable on November 10, 1990 and semiannually thereafter  
Series SM-1994-I Cusip No. 313586 P 37  
Non-Callable

Price 100%

\$600,000,000

9.80% Debentures

Dated May 10, 1990 Due May 10, 2000  
Interest payable on November 10, 1990 and semiannually thereafter  
Series SM-2000-D Cusip No. 313586 P 45  
Callable on or after May 10, 1995

Price 100%

The debentures of May 10, 2000 are redeemable on or after May 10, 1995. The debentures are redeemable in whole or in part at the option of the Corporation at any time (and from time to time) on or after the initial redemption date at a redemption price of 100% of the principal amount redeemed plus accrued interest.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1716 et seq.).

The debentures, together with any interest thereon, are not guaranteed by the United States and do not constitute a debt or obligation of the United States or of any agency or instrumentality thereof other than Fannie Mae.

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities.

Debentures will be available in Book-Entry form only. There will be no definitive securities offered.

Gary L. Perlin

Senior Vice President-Finance and Treasurer

3900 Wisconsin Avenue, N.W., Washington, D.C. 20016

Linda K. Knight

Vice President and Assistant Treasurer

3900 Wisconsin Avenue, N.W., Washington, D.C. 20016

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the debentures.

## Provision for southern side reins in Bellway

By Clare Pearson

EVIDENCE of a divided UK housing market emerged yesterday in the results reported by Bellway. The Tyneside-based housebuilder described the performance of northern operations as excellent but made a provision against problems in the south. This held back the pre-tax profits rise from £5.67m to £6.11m.

Trading profits in the six months to end-January rose 41 per cent from £7.22m to £10.2m but in the light of difficult market conditions and margin erosion in the south Bellway made a £4.5m exceptional provision against housing land and work-in-progress, partly offset by a £500,000 profit from a share stake sale.

There was an interest debit of just £24,000 (£1.56m). The interim dividend was maintained at 4p. Earnings per share fell to 11.5p (14.4p).

Mr Kenneth Bell, chairman, said that northern divisions had anticipated the changing market and secured sales well in advance.

Group turnover was £59.2m (£51.24m). Total units sold declined from 800 to 700, but there was a big margin gain in the north where prices were as much as a third higher.

Mr Alan Robson, finance director, said prices in the north had stabilised, but turnover remained good. Southern conditions remained difficult, but the market was "at or near the bottom."

The virtual elimination of group borrowings meant Bellway was well-placed to take advantage of the expected upturn in the south when it materialised. The borrowing reduction resulted from a £20m preference share issue launched in March last year.

The share stake sold was the

remainder of a holding in Highland Participants, the property and ship repair group run by Mr Peter de Savary.

### COMMENT

Against a background of well-chronicled woes and disasters in the housebuilding sector, Bellway's 40 per cent trading profits increase looks startlingly impressive. Just a few years ago, driven to embark on various unrelated diversifications, so dismal was its northern housebuilding business, the company now boasts a near-model geographical spread. Last year's preference share issue also looks to have been a highly cunning move. However, the £4.5m provision shows that the company cannot escape from the state of its market and pre-tax profits are bound to come out lower this year than last time's £17.02m. They could be as low as £13m, giving a 10 per cent rise. Importantly, the yield is around 8.5 per cent. Some followers of Bellway say they are concerned about a lack of detailed information provided by it, and only the most daring would put new money into the sector at the moment, but the courageous investor could be rewarded.

## Rathbone Bros scores 46% rise to £2.2m

By Ian Hamilton Fazey, Northern Correspondent

Rathbone Brothers, the small private banking, investment and financial services group which is one of a handful of quoted companies still based in Liverpool, produced a 46 per cent increase in pre-tax profits last year from £1.5m to £2.2m. Turnover rose 36 per cent from £4.7m to £6.4m.

The USM-quoted company, which is nearly 250 years old, started in timber, moved into wooden shipbuilding and then into the financing of shipping. It has evolved into an investment management group, mainly for clients with between £1m and £10m. It employs nearly 100 people, with just over half in Liverpool.

Earnings per share for 1989 improved to 19.84p (15.7p), reflecting the benefits of Rathbone's merger with Comprehensive Financial Services of London in 1988.

The final dividend is 5p, bringing the total for the year to 6.8p per share (5.6p). Mr Oliver Stanley, the chairman, said that the London and Liverpool investment management businesses had been merged and a new research team set up. Three companies in Geneva and the British Virgin Islands had been reorganised to reduce overheads. Acquisitions were being sought.

Mr Sebastian Rathbone, deputy chairman, is predicting another two good years in the run-up to the company celebrating its quarter-millennium.

## Klark-Teknik rises to 68% at midway

Klark-Teknik, designer and manufacturer of professional audio equipment and distributor of lighting controls, raised profits by 68 per cent in the six months to January 31.

The advance from £445,000 to £748,000 was achieved on sales up 64 per cent from £2.91m to £4.76m.

The dividend has been raised 50 per cent to 0.75p on earnings of 2.9p (1.7p).

The directors also said that talks which might have led to a takeover had been abandoned.

### ROYSCOT INTERNATIONAL FINANCE B.V.

11% GUARANTEED BONDS 1995. NOTICE IS HEREBY GIVEN that copies of the Annual Report and Accounts of Royscot International Finance B.V. and of The Royal Bank of Scotland plc for the year ended 30th September 1989 are available from the Paying Agents to the Issue.

Signed ROYSCOT INTERNATIONAL FINANCE B.V.

### WILLIAMS & GLYNN'S (NEDERLAND) B.V.

11% GUARANTEED BONDS 1995. NOTICE IS HEREBY GIVEN that copies of the Annual Report and Accounts of Williams & Glynn's (Nederland) B.V. and of The Royal Bank of Scotland plc for the year ended 30th September 1989 are available from the Paying Agents to the Issue.

Signed WILLIAMS & GLYNN'S (NEDERLAND) B.V.

## UK COMPANY NEWS

## Reinforcing the barriers against serious competition

Philip Rawstone takes a look at the power structure of the brewing industry

ONE OF THE UK's six national brewers can now expect to avoid a Monopolies and Mergers Commission inquiry into any deal that would radically change the power structure of the industry.

That is the implication of the referral of the Grand Metropolitan/Elders IXL breweries-for-pubs swap to the MMC last week by Mr Nicholas Ridley, Secretary for Trade and Industry.

Recognition of the advantages this gives to Bass, the UK's biggest brewer, was reflected in a 24p rise in the company's shares so far this week.

The GrandMet/Elders referral has apparently reinforced the barrier against the entry of a serious competitor to Bass that was raised by the MMC ruling last year on Elders' bid for Scottish & Newcastle.

That deal would have formed a grouping with about 21 per cent of the market to challenge Bass' 25 per cent. A 40 per cent combined market share for the top two brewers, the MMC then ruled, represented an excessive degree of concentration.

The whole thrust of the MMC's approach so far has been to limit further horizontal concentration in an industry that was already highly vertically integrated through the brewers' tied pub estates.

Back in 1985, in its judgment on Scottish & Newcastle's own bid for Matthew Brown, the MMC stated "there may well be a strong case on public interest grounds against acquisition of a regional brewer by any of the five largest national tied estate brewers."

But after the MMC's attack on the tied-house system last year, Whitbread's £51m agreed acquisition of Boddington's breweries and beer brands was nodded through, despite the fact that the deal lifted Whitbread to joint second place in the industry alongside Allied-Lyons.

Sir Gordon Borrie, Director General of Fair Trading, appears to have been guided by the MMC statements in recommending the referral of the GrandMet/Elders swap.

It would give Elders' subsid-



Sir Gordon Borrie: the critical consideration was that even after 1992, there would still be 6,600 tied pubs.

lary, Courage, an 18 per cent share of the beer market. Combined with the 25 per cent held by Bass, that would have exceeded the 40 per cent concentration previously rejected by the MMC.

Sir Gordon's concern on this score was apparently heightened by the timing of the deal and its effect on the pub retailing scene.

The first of the government orders aimed at loosening the ties on the big brewers' pub estates are only just being implemented.

The measures are less rigorous than the MMC had recommended. Under pressure, Lord Young, the former Secretary for Trade and Industry, backed away from imposing a ceiling of 6,000 on the number of pubs that any brewer could own.

Instead, those with over 2,000 pubs will have to free half the excess number by 1992, and allow some outside suppliers access to tenanted pubs in the meantime.

In this position, Sir Gordon clearly found it impossible to swallow the GrandMet/Elders proposal to form a joint venture company, running an estate of 8,500 pubs, that would be supplied with beer by Courage.

The prospective partners undertook to ensure that they owned no more than 25 per

cent of the pubs in any licensing area and that Courage's beer supplies would be progressively reduced after five years. They also pointed out that by 1992 the joint venture would free some 500 more pubs than would have been untied by the separate companies.

For Sir Gordon, however, the critical consideration was that, even after 1992, there would still be 6,600 tied pubs, a bigger estate than any currently owned by an individual brewer. Could such a proposal be reconciled with the MMC's avowed intention to put a much larger number of outlets into "the hands of genuinely independent retailers and of smaller brewers?"

That was a question that only the MMC itself could answer, Sir Gordon decided.

Its judgment on the GrandMet/Elders deal should provide guidance for the other major brewers in their response to the government orders affecting their pub retailing interests.

It should also clarify whether the MMC, in the light of these orders, is now prepared to accept further consolidation in the brewing industry. Without it many industry observers consider the UK brewers' will be unable to compete effectively in the wider European market.

### NEWS DIGEST

## All-round growth lifts Leeds to £1.8m

All trading operations performed strongly in the first half at Leeds Group, textile printer and dyer, which reported a 26 per cent increase in pre-tax profits.

On turnover ahead by 17 to £15.52m (£13.08m) the taxable result was £1.8m (£1.43m). The new acquisition, Langholm Dyeing, made a contribution for three months up to the company's best expectations.

Mr Robert Wade, the chairman, anticipated that expenditure in the next twelve months

would be kept largely within its annual depreciation charge of £1m.

Leeds Leasing, its finance leasing subsidiary, continued to be affected by high interest rates and had debt provisions, he said, but remained profitable at a lower level.

The interim dividend is lifted to 8p (2.7p), payable from increased earnings per share of 11.4p (9.3p).

## Glasgow Trust at £385,000

Net asset value per 25p ordinary share of Glasgow Income Trust stood at 48.57p at March 31 1990. That compared with

49.26p a year earlier and with 51.97p at September 30 1989.

Attributable profits for the six months ended March 1990 totalled £385,000. The trust has changed its year-end and the figures compare with £582,000 for the nine months to March 31 1989 and with £1,08m for the 15 months to end-September 1989.

A second interim dividend of 0.5p makes 1.2p to date. As previously announced, dividends totalling not less than 3.1p have been forecast for the full year. That represents a increase of some 10 per cent over the annual equivalent of total dividends paid for the period to September 30 1989.

## WHICHEVER WAY YOU LOOK AT IT...

### SOCIETY % PROFIT GROWTH

1. SKIPTON	42.80
2. COVENTRY	36.07
3. BRISTOL & WEST	30.80
4. C & G	28.40
5. ALLIANCE & LEICESTER	25.56
6. BRITANNIA	23.07
7. BRADFORD & BINGLEY	21.06
8. LEEDS & HOLBECK	20.59
9. TOWN & COUNTRY	20.20
10. HALIFAX*	16.80
11. LEAMINGTON SPA	14.85
12. LEEDS*	14.10
13. YORKSHIRE	10.18
14. NATIONAL & PROVINCIAL	9.24
15. NORTHERN ROCK	7.42
16. BIRMINGHAM MIDSHIRES	6.70

FIGURES FOR CHELSEA, WOOLWICH, NATIONWIDE, ANGLIA AND REGENTIA WEST OF ENGLAND ARE EXCLUDED AS, DUE TO MERGERS, COMPARISONS ARE NOT POSSIBLE

### SOCIETY % RETURN ON CAPITAL

1. SKIPTON	26.70
2. C & G	23.80
3. LEAMINGTON SPA	23.58
4. CHELSEA	21.40
5. ALLIANCE & LEICESTER	21.19
6. COVENTRY	21.12
7. REGENTIA & WEST OF ENGLAND	21.01
8. LEEDS & HOLBECK	20.73
9. HALIFAX*	20.40
10. LEEDS*	19.23
11. BRADFORD & BINGLEY	19.17
12. TOWN & COUNTRY	19.08
13. YORKSHIRE	18.00
14. BRITANNIA	17.90
15. WOOLWICH*	17.70
16. NATIONAL & PROVINCIAL	17.19
17. NORTHERN ROCK	16.82
18. BIRMINGHAM MIDSHIRES	16.70
19. NATIONWIDE	16.28
20. BRISTOL & WEST	15.18

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In 1989 our lead at the top of the table grew even wider.

Our profit growth, at 42.8%, also outstripped

the other top twenty building societies.

And, because we were able to offer very competitive interest rates to both borrowers and investors, our net mortgage lending and net investment receipts more than doubled.

## IT WAS, IN FACT, OUR BEST YEAR EVER!

PRE-TAX PROFITS	UP 45.5% TO £24.8M
ASSETS	UP 32.1% TO £1,692.3M
MORTGAGE LENDING	UP 69.1% TO £805.0M
FREE CAPITAL	UP 27.0% TO £56.4M
MANAGEMENT EXPENSES	88p PER £100 MEAN ASSETS



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YEAR ENDS 31 12 89 EXCEPT WHERE INDICATED \* HALIFAX 31 12 89, LEEDS 30 9 89, WOOLWICH 30 9 89, NATIONWIDE ANGLIA 4 4 89.

## Nestlé S.A., Cham and Vevey (Switzerland)

The shareholders are hereby invited to the  
**123rd Ordinary General Meeting**  
to be held on Thursday, May 31, 1990 at 3.00 p.m.  
at the "Palais de Beaulieu" in Lausanne (Switzerland)

### Agenda

- Approval of the 1989 accounts and of the Directors' Report
- Discharge of the Board of Directors and of the Management
- Decision on the appropriation of the net profit
- Statutory elections
- Increase in share capital from Fr. 346 500 000.- to Fr. 364 875 000.- by the issue of 183 750 new registered shares reserved for the shareholders and the holders of participation certificates
- Amendment of the Articles of Association (Articles 5, 6 bis, and 33)

The holders of *bearer shares* may obtain their admission card (with a proxy) at the Company's Share Transfer Office in Cham not later than Monday May 28, 1990, at the noon. The cards will be issued either against presentation of a certificate in the name of the shareholder to the effect that the shares have been deposited with a bank, or after the shares have been deposited at one of the Company's Registered Offices. The shares will in both cases remain blocked until the day following the General Meeting.

The 1989 Annual Report, comprising in particular the Nestlé S.A. Directors' Report, as well as the Board's proposals concerning items 5 and 6 of the agenda will be held at the disposal of the holders of *bearer shares*, as from May 1, 1990, at the Registered Offices in Cham and Vevey and at the offices of the Company's paying agents.

The holders of *registered shares* whose names appear in the Share Register will, within the next few days, receive personally the invitation to the General Meeting, together with the usual documents.

Shareholders are requested to address any correspondence concerning the General Meeting to the Share Transfer Office of the Company in Cham (Switzerland).

Cham and Vevey, April 30, 1990

The Board of Directors



## Retrovir sales help Wellcome rise to £164m

Dr David Barry, vice presi-

During the period under review, the FDA approved the use of Zovirax for shingles and long-term suppression of recurrent genital herpes.

Mr Roger Winter, finance director, said that the property

Sir Terence will pay £3.52m for the Conran Shop, which operates from the Michelin Building in the Fulham Road. It sells exclusive furniture and goods with an emphasis on

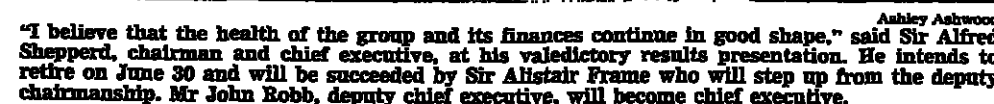
The sale of CDG to RSCG is for an undisclosed sum exceeding the net asset value of £737,000. The total price could reach £2m, depending on the volume of work CDG continues to do for Storehouse. About half of CDG's annual turnover of £3.8m is business done with Storehouse.

The company is taking a \$299,000 compensation payment to the former Arlen chairman - payable as a result of early termination of his service contract - as an extraor-

McCarthy & Stone	May 11
Morand	May 25
Tubular Edgeline	May 8
Phonix	
Amrose Inv. Trust	May 5
Jervis	May 5
King & Shonson	May 10
New Ireland	May 14
Osborne & Little	May 11
Smith St. Aubyn	May 10
Strickland	May 18

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
James & Newman	3.5	Aug 1	12.5	8	17
Glaxo and Int Ltd	0.52	Aug 21	0.5	-	3.45
Clark-Tetnik	0.75	Aug 24	0.4	-	1.45
Glaxo Group	0.5	-	2.7	-	8.5
Procter & G	0.6	-	-	-	-
W.S. Holdings	1.3	July 16	1	0.6	2.5
Matheson Bros	0.5	-	-	8.6	5.5
Glaxo	0.5	July 3	4.25	7.5	7.25
Yellow Springs	1.5	June 21	1.3	0.5	5.05

Dividends shown pence per share net except where otherwise stated. Equivalent after allowing for scrip issue. 1On capital increased by rights and/or acquisition issues. 5USM stock. 6Unquoted stock. 7Third market. 8Final of 1.7p forecast. 9Second interim.



(£256m), Asia £75m (£66m), Australasia £28m (£24m), rest of world £25m (£19m). Earnings per share increased

In February, the heavily indebted British Island Airways, which was quoted on the USM, went into receivership.

Dan-Air is a much bigger concern. Mr Wilf Jones, finance director, said it had 17 per cent of the package tour market putting it second to Thomson's Britannia airline.

Apart from the economic pressures, Mr Fred Newman, chairman of the parent company, said the industry was undergoing restructuring prior

This was redeemed by the sale of two airbuses and other smaller aircraft, yielding a surplus of £5.13m. But doubled interest costs of £7.35m and a £1.14m fall in profit from the associate company, Gatwick Handling, meant that last

Mr Jones would not be drawn on whether aircraft would need to be sold or refinanced this year. He said the company liked to keep equity in aircraft. "It helps in the winter months when we need short-term borrowings."

**UNITED BISCUITS (Holdings)** has stepped up its expansion into continental Europe by taking majority control of Industria Confezioni Alimentari, Italy's second largest snacks group.

UB, Britain's leading biscuits and snacks manufacturer, paid about £11m to double its stake

in ICA to 60 per cent.  
The initial 30 per cent holding was bought in 1988.  
ICA distributes crisps, snacks and nuts under the Crk Crok brand, which ranks second in Italy only to privately owned San Carlo.  
UB plans to introduce Hula Hoops and Discos two main-

They will be sold under the Crik Crok label, but packets will also display the logo of KP Foods, UB's umbrella brand for snacks throughout Europe.

## Progress on a wide front during 1989

- **Group premium income breaks £3 billion mark**  
 • **Funds managed exceed £20 billion** • **1500 new jobs created in UK**  
 "Norwich Union again performed well  
 in all the life, motor, household and commercial markets in which we operate"  
*reports Chairman, Michael G Falcon CBE DL*

## LIFE AND PENSIONS

- Policyholders again had bonuses boosted and are getting an excellent return on their money.
- A net return of 21 per cent a year was attained on our UK 'with-profit policyholders' funds during the period 1987-89.
- We launched more new products than ever before including unit trusts and our own Personal Equity Plan.
- A record amount of new money was invested in ordinary shares and real estate.
- New UK sales broke the £1 billion mark for the first time.

## GENERAL INSURANCE

- Pre-tax profits exceeded £96 million – 15 per cent down on 1988 but the second highest ever achieved.
- UK sales of general business broke the £1 billion mark.
- We reinforced our position as UK market leader for motor insurance with a market share of over 11 per cent.
- Effective entry into Italian motor insurance market was gained by acquisition.
- A record dividend of £29 million was paid for the ultimate benefit of our UK life policyholders.

*Copies of the Directors' Report and Group Accounts may be obtained from The Accountant, Norwich Union Group, PO Box 4, Norwich NR1 3NG.*

This announcement appears as a matter of record only.

April 1950



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The Official List  
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## Share Capital

<i>Authorised</i>		<i>Issued and credited as fully paid</i>	
<i>Number of shares</i>	<i>IRE</i>	<i>Number of shares</i>	<i>IRE</i>
4,800,000	96,000,000	A ordinary shares of 5p each	1,982,818
200,000	100,000,000	B ordinary shares of 20p each	20,000,000

Without the sanction of a special resolution of the holders of the A ordinary shares, no dividend shall be paid on the B ordinary shares unless a dividend of at least equal sum per share is paid at the same time on the A ordinary shares. Accordingly, a dividend may be paid on the A ordinary shares and not the B ordinary shares. The A ordinary shares and B ordinary shares rank *par passu* in all other respects.

Avonmore Foods plc is based in Kilkenny and operates in Ireland and overseas and its principal activities are the processing and marketing of dairy based food products and food ingredients, liquid milk and fresh milk products and pig meat products.

Details of the above shares are available in the Extel Statistical Services. Copies of the Listing Particulars are available, for collection only, during normal business hours up to and including Wednesday 9th May, 1990 from the Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1BD and, up to and including 18th May, 1990 from Avonmore Foods plc, Avonmore House, Patrick Street, Kilkenny, Ireland and from:

Samuel Montagu & Co. Limited, 10 Lower Thames Street, London EC3R 6AE	Davy Stockbrokers, Davy House, Dawson Street, Dublin 2	Pannure Gordon & Co. Limited, 9 Moorfields Highwalk, London EC2Y 9DS
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*Samuel Montagu & Co. Limited, Davy Stockbrokers and Pannure Gordon & Co. Limited  
are all members of The Securities Association*

4th May, 1990

## THE PROPERTY MARKET

## Institutions' chequebooks still closed

By Paul Cheeseright

INSURANCE companies and pension funds are holding back from investment in the property market at just the time every anxious developer would welcome their interest. Gossip has it that the institutions are waiting with their cheque books, ready to pounce, but, somehow, they are always coming yet never arrive.

There need not be any surprise at the reluctance of institutions to cure the credit hangover of the property companies by buying developments, thus lowering that menacing figure of £34bn which the Bank of England calculates is the total of bank lending to property companies.

The immediate reason, of course, is that they can obtain better returns on their money elsewhere. Property returns, after all, have been slipping for a year. The industry is stuck on the downward side of its cycle.

Nor are the prospects very encouraging over the next couple of years: rental growth will be restricted both by the

slacker demand caused by a slower economy and by the increased availability of property coming from the late-1980s building surge.

Total returns started to slip in early 1989, after the exceptional years of 1987 and 1988, and, once trading and development have been included, came to 14.7 per cent for the year on an average institutional portfolio.

But this, noted the Investment Property Databank, is almost exactly the same as the annualised return on property for the whole of the 1980s. Returns, though, are continuing to slide as the downturn in the industry gathers pace.

The one upward influence on institutional property investment which might be advanced is the past tendency of long term investors to buy in the downswings, at cheaper prices, and in periods when the equity markets are dull.

Yet the underlying patterns of institutional investment suggest that, with exceptions for funds which have traditionally preferred a heavier than average weighting for property in their portfolios, such counter-cyclical buying may be limited.

It is possible to reach this conclusion from the analysis presented by the IPD in its annual digest, based on study of the investment performance of some 6,000 properties held in

panies. "They are more counter-cyclical. The pension funds tend to chase markets up and down," said Mr Rupert Nabarro, IPD's director.

Clearly there is something to be said for taking the long view. Although insurance companies performed worse than the institutional average last year, this was abnormal.

"Over the 1980s as a whole, insurance funds remain the most successful category among the property investors. For every £1m invested in 1980, they have generated a return of £2.4m, against £2m for the weakest category of investor, the pension funds," IPD reported.

And this higher performance runs across every category of property and in each geographical region of the UK. The counter-cyclical buying and a longer investment horizon have their part to play in this.

Yet the underlying patterns of institutional investment suggest that, with exceptions for funds which have traditionally preferred a heavier than average weighting for property in their portfolios, such counter-cyclical buying may be limited.

It is possible to reach this conclusion from the analysis presented by the IPD in its annual digest, based on study of the investment performance of some 6,000 properties held in

112 institutional portfolios with a value of around £25bn.

What has become apparent over the 1980s is that property has lost its position as the third pillar of the average institutional investment portfolio, alongside domestic equities and gilt-edged stock. The relatively low level of returns throughout the 1980s until the short-lived surge in rents and values at the end of the decade was accompanied by a scaling down of property portfolios.

In the early 1980s the average property holding in an institutional portfolio was 13 per cent, but by 1986 this had been scaled down to 10 per cent. There was low capital growth and low net investment in property, but higher growth in equities and more diversification of portfolios.

The high capital growth of property in 1987 and 1988 took the proportion back to 12 per cent, but, last year, as capital values grew more slowly and net investment was at a low ebb, the average property weight in a portfolio, IPD estimated, came back to 11 per cent.

The average hides many different investment practices. Some funds have 8 per cent in property. Some have more than 20 per cent. But 12 per cent, said IPD, is a fair average of the weighting that the funds

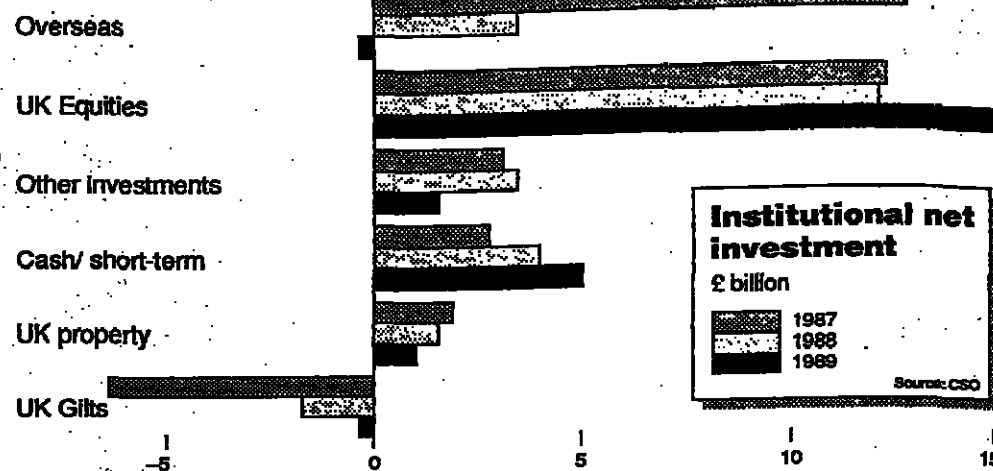
want to have in property.

In 1990, as in 1988, there would seem to be little if any pressure on funds either to increase or decrease their net property investment to maintain their desired proportion of portfolios in property," IPD observed.

Further, there are practical considerations at play here. If the funds broadly have their property holdings at the weight they want them, it seems likely that they will extend the policy which emerged in the last years of the 1980s. This is a greater concentration on the development of their own holdings rather than purchases of somebody else's, a concomitant of a more active estate management which eschews simple rent-collecting.

In 1981-82, the institutions were spending more on development than they were on investment. By 1988 development expenditure had slipped to 25 per cent, but last year it rose sharply again to 42 per cent, with a strong emphasis on spending to improve existing assets.

The IPD Property Investors Digest 1990, Investment Property Databank, 118 Grosvenor Place, London NW1 0AF. £2,000 with updates and monthly index.



## Investors stick to equities

THE high flow of institutional funds into equities rather than property, shown by the chart, is at least partly the expression of the longer term trend, throughout the 1980s, in yield movements between the two forms of investment.

The Investment Property Databank noted that "a decade which began with both property and equity yields hovering around 5.5 per cent to 6.0 per cent has ended with equity yields moving in the range of between 4.5 per cent and 5.0 per cent."

"In contrast, property yields have moved upward to end at 8.0 per cent, with only a

brief and small downward shift in the boom years of 1987 and 1988, and now stand at their highest since the deep pit of the 1975 slump."

Indeed, it was only in 1987 and 1988 that property provided a higher total return, adjusted for inflation, than equities and gilts. Last year property underperformed equities but outperformed gilts.

Throughout the decade, IPD commented, equities provided an annualised real return of 14.4 per cent, while the real return of property was little better than that of gilts at 7.4 per cent.

Last year, institutional net property investment was little changed on the previous year, although the insurance companies recorded an increase over the high level of 1988 and the pension fund commitment fell under the low level of 1987-88.

The institutions were responding to the rise in the international equity markets and the rise of British interest rates, a response which led to the allocation of more funds to UK equities and the sale of gilts.

Paul Cheeseright

TOTAL RETURNS (%)				
	Retail	Office	Industrial	All property
Year to March '90	4.4	14.3	21.5	10.9
Quarter to March '90	-1.2	0.1	1.3	-0.2
Month to March '90	-0.8	0.3	0.1	0.1

Source: Investment Property Databank

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## MANAGEMENT

Creating an industrial dynasty

## Where green signals growth

John Elliott examines the ambitions of Taiwan's privately-controlled Evergreen group, which embraces the world's largest container fleet and is now launching itself as an airline operator

Green is the favourite colour of Y.F. Chang, who in the past 22 years has transformed the international shipping industry by bucking trends and building up from scratch the world's biggest container fleet. The Taiwan-based Evergreen group now has 65 ships totalling 2.16m dead weight tonnes and turnover last year estimated at T\$25bn (\$5.8bn).

In various shades, the colour pervades the company: from the tiles on the outside of the Taipei headquarters, to desks, chairs, filing trays, jackets of the women staff, and even emerald dividing panels between the gents' urinal stalls.

But probably the most visible are the bright, almost bluish dark green stripes to be announced for Eva Airways, which is being launched with a \$40m-plus investment by Y.F. Chang, Evergreen's 63-year old founder chairman.

Eva Airways is the major plank of a diversification programme, begun 2½ years ago, which marks a period of change and opening up for the group. Individual companies within the group have also started going public at a rate of one every year or so.

Hotels, stockbroking and industrial ventures are included in the diversification, mostly in Taiwan and other parts of Asia. But ambitions to move into mainland China will not be realised till barriers between the two are removed.

This new approach requires a softening and broadening of the secretive image traditionally adopted both by Chinese entrepreneurs and ship owners. So the headquarters doors are being opened a little to the outside world and even the starting green of the ship containers is being calmed down for the aircraft livery.

Chang Yung-fa (to give him his full Chinese name) shuns publicity, and the family's wish for secrecy and personal



privacy increased three months ago when the second son, K.M. Chang, who is in his early 30s, was kidnapped for a T\$50m ransom. This was the highest demand made in Taiwan's recent spate of kidnappings but was paid. After the son, who runs the group's computer services and software company, was returned home, the kidnappers were caught and have been sentenced to death.

The group has a reputation for being a ruthless but efficient operator, skilful at bending international shipping rules to its own advantage. But K.H. Chang, the eldest son who, at 35, is president of the main Evergreen Marine shipping company, brushes that aside when asked for the secret of Evergreen's success.

"It's teamwork and time management," he says. "As a young company we have not had the burden of history on the way we run our ships and we have a very tight management. Even the president and chairman know all the details of the shipping. When I go out to meet a company I have all the figures in my head and I can take instant decisions while they [the company] have to refer back to experts and committees."

Another factor is extensive Japanese financial backing. Marubeni, the large Japanese trading house, has been the main backer since chairman Chang (as the founder-father is known) started in 1968 with a second-hand 10,095 dwt freighter. Along with Japanese banks, notably Takushoku which is part of Hokkaido Tokai-shoku, it has financed most if not all the shipping ventures, according to Chang.

But Chang says that European banks are now becoming more interested and competitive; they have recently financed new containers which the group manufactures and purchases at an annual rate of about 15,000-20,000 teu (20ft-equivalent container units).

The full extent of the Japanese involvement is not known although Chang says they do "not yet" have a direct equity stake (apart from a construction joint venture) because of limitations on foreign purchase of Taiwan stocks.

In 1988 Chang decided, according to his senior executives, that his shipping business should be kept within a "certain size" and that the company should concentrate on consolidation, aiming to improve service and quality on its regular runs which include

77-day round-the-world routes. "I don't want to be the number one in the world — once you are number one you are the major target for everyone, and shipping is a very dirty business," says K.H. Chang. He admits that "in terms of capacity on board we are the biggest," but would prefer to be "the number one in terms of service."

Competitors suspect that this means the Chang family has decided to let growth come from the collapse of competitors rather than from its own expansion. The group is believed to have had serious financial problems in the mid-1980s, but little is known about how these were solved — unless, as is sometimes suggested, money was raised through quick profits on Taiwan's booming stock market.

No ships have been delivered since 1988, though specifications for a new "post-Panamax" 4,500 teu generation of perhaps eight or nine vessels is being evaluated. The first are likely to be built in Japan, followed by some in Taiwan. "If the price is right we might order by the end of this year," says Chang.

The family has four shipping companies. Two of them, Ever-

green Marine Corporation (Taiwan) and Uniglor Marine Corporation are publicly quoted which means they are the only Chang operations so far to lift their corporate veil and publish figures. These two companies' ships are registered in Taiwan.

Evergreen Marine (Taiwan), 70 per cent owned by the Changs, operates international routes with 34 container ships of up to 3,400 teu, all with "Ever" names ranging from Ever Trust to Ever Glowing. It has reported net operating profits of T\$1.68bn on turnover of T\$2.53bn for last year (down from T\$2.32bn profit and T\$2.67bn turnover in 1988 because of a slump in European rates).

Uniglor Marine Corporation, 49 per cent Chang-owned, was started in 1984 to focus on fast-growing Asia-Middle East routes and operates nine smaller container ships of up to 900 teu. It had net operating profits of T\$251m on turnover of T\$445m last year.

There are two other privately owned shipping lines, Evergreen International SA and Uniglor Marine SA, which run 22 mainly Panamax registered ships. Their ships are the same size as those of their quoted namesakes, which means that approximately 50 per cent can be added to the public company figures to give an estimated total of T\$35bn turnover for the Chang shipping operations.

At the top of the group, which includes 20 companies with 6,000 employees, is Evergreen International Corporation. It is wholly owned by Chang and acts as a service and co-ordinating company for the group, but does not have a direct stake in operating companies. There are also two wholly-owned group financing companies, Evergreen Investment and Everglant Investment, which do have stakes.

The diversification programme is basically aimed at generating growth outside shipping, but within fields that the Changs know about. This has led them into other transport and travel areas with Eva Airways, six hotels planned in Asia and the US, a possible air

EVERGREEN GROUP MAJOR COMPANIES			
COMPANY	FORMED	EQUITY STAKES*	CAPITALISATION
Evergreen International (group services)	1984	100% Chang	
Evergreen Marine (Taiwan) (international container shipping)	1968	70% Chang 30% public & employees	T\$10bn paid up
Evergreen International SA (international container shipping)		100% Chang	Not known
Uniglor Marine Corp (regional container shipping)	1984	49% E. Marine 57% public & employees	T\$0.8bn paid up
Uniglor Marine SA (regional container shipping)		100% Chang	Not known
Eva Airways (planned airline)	1989	70% Chang (incl small exes %)	T\$10bn registered
Evergreen Container Terminal (operates terminals)	1985	65% Chang 32% E. Marine 3% Uniglor	T\$2.5bn paid up
Evergreen Heavy Industrial+ (manufactures containers etc)	1982	80% Chang 20% E. Marine	T\$1.2bn paid up
Evergreen Superior Alloys+ (to manufacture specialist metals)	1988	80% Chang 20% E. Marine	T\$1.5bn paid up
Evergreen Transport (road haulage)	1973	71% Chang 29% E. Marine	T\$0.4bn paid up

\* Chang family interests in various companies include stakes through privately owned Evergreen Investment and Everglant Investment. + Heavy industrial and Superior Alloys are expected to be merged soon.

cargo warehouse at Taipei International airport, and back-up industrial ventures.

The only totally new area is Evergreen Securities Corporation, an integrated brokerage which Chang established last September with local partners and T\$3bn registered capital to cash in on the country's money-spinning, though chaotic, securities industry.

The group entered heavy industry in 1982 with Evergreen Heavy Industrial Corporation; it started by repairing containers and now manufactures them along with structural steelwork for Taiwan's booming construction industry. The Changs have just entered this market with a 60 per cent stake in a Japanese joint venture called Evergreen-Konolke buildings.

But Taiwan's escalating labour and land costs, and its increasing union problems, have led Evergreen to build a T\$2bn factory in Malaysia, due to open shortly. It will take over the container manufacturing and more than double annual capacity output to 110,000 teu, leaving the Taiwan plant to specialist container manufacture and the structural steelwork.

In Taiwan, the most significant industrial diversification is Evergreen Superior Alloys Corporation, due to start producing next year an annual capacity of 80,000 tonnes of specialist steels. It might also move into other special metals which would help it to cash in on manufacturing Taiwan's growing steel industry. "It is a very stupid law but it will of course give us a good

public image." The main financing package will be a mixture of outright purchase and buy and lease-back deals supported by low interest loans from Taiwan's industrial development institution, the Bank of Communications. Offset arrangements, possibly worth \$200m-300m, are also being negotiated.

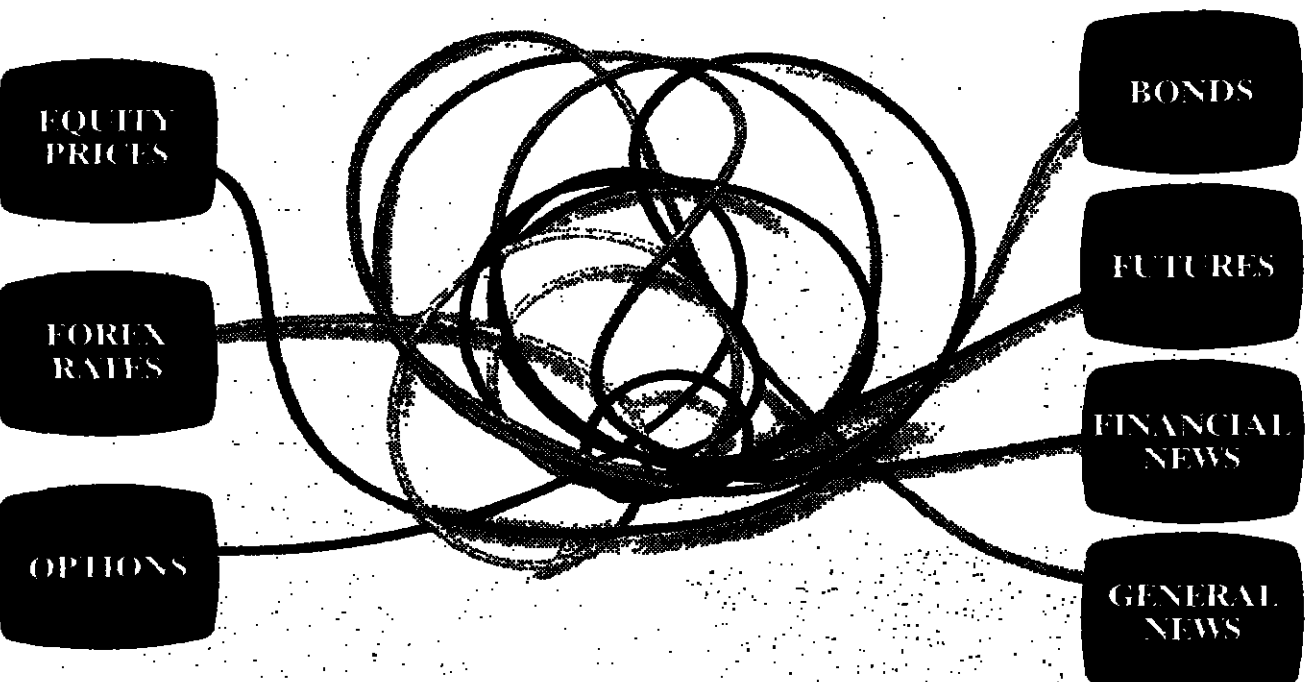
Eva had hoped to start business this month with Lunda Air of Austria flying into Taiwan to launch a Vienna-Taipei service under a joint venture arrangement. But the Taiwanese government refuses to register an airline until it owns an aircraft; regulations preclude joint ventures.

So Eva cannot operate as an airline till the first of the Guinness Peat 787s arrive next March. This aircraft will serve Austria as well as destinations such as Singapore, Vietnam, Thailand and Malaysia, where air traffic rights have been obtained. Other destinations such as Japan and Hong Kong have yet to be negotiated.

Since Taiwan is not internationally recognised as an independent country the airline will try to avoid diplomatic problems by not painting Taiwan's flag on the aircraft. The company hopes this will open up destinations denied to Taiwan's government-owned flag carrier, China Airlines.

Because of the diplomatic problems, air traffic rights are being negotiated in Asia, Europe and the US either by official government representatives or by semi-official trade representatives, plus some direct negotiations between Eva and other airlines.

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213	238	258	286	354	387	419	484	516	606	631	713	736	802	870	934
214	239	259	287	355	388	420	485	517	607	632	714	737	803	871	935
215	240	260	288	356	389	421	486	518	608	633	715	738	804	872	936
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219	244	264	292	360	393	425	490	522	612	637	719	742	808	876	940
220	245	265	293	361	394	426	491	523	613	638	720	743	809	877	941
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222	247	267	295	363	396	428	493	525	615	640	722	745	811	879	943
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225	250	270	298	366	399	431	496	528	618	643	725	748	814	882	946
226	251	271	299	367	400	432	497	529	619	644	726	749	815	883	947
227	252	272	300	368	401	433	498	530	620	645	727	750	816	884	948
228	253	273	301	369	402	434	499	531	621	646	728	751	817	885	949
229	254	274	302	370	403	435	500	532	622	647	729	752	818	886	950
230	255	275	303	371	404	436	501	533	623	648	730	753	819	887	951
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232	257	277	305	373	406	438	503	535	625	650	732	755	821	889	953
233	258	278	306	374	407	439	504	536	626	651	733	756	822	890	954
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240	265	285	313	381	414	446	511	543	633	658	740	763	829	897	961
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245	270	290	318	386	419	451	516	548	638	663	745	768	834	902	966
246	271	291	319	387	420	452	517	549	639	664	746	769	835	903	967
247	272	292	320	388	421	453	518	550	640	665	747	770	836	904	968
248	273	293	321	389	422	454	519	551	641	666	748	771	837	905	969
249	274	294	322	390	423	455	520	552	642	667	749	772	838	906	970
250	275	295	323	391	424	456	521	553	643	668	750	773	839	907	971
251	276	296	324	392	425	457	522	554	644	669	751	774	840	908	972
252	277	297	325	393	426	458	523	555	645	670	752	775	841	909	973
253	278	298	326	394	427	459	524	556	646	671	753	776	842	910	974
254	279	299	327	395	428	460	525	557	647	672	754	777	843	911	975
255	280	300	328	396	429	461	526	558	648	673	755	778	844	912	976
256	281	301	329	397	430	462	527	559	649	674	756	779	845	913	977
257	282	302	330	398	431	463	528	560	650	675	757	780	846	914	978
258	283	303	331	399	432	464	529	561	651	676	758	781	847	915	979
259	284	304	332	400	433	465	530	562	652	677	759	782	848	916	980
260	285	305	333	401	434	466	531	563	653	678	760	783	849	917	981
261	286	306	334	402	435	467	532	564	654	679	761	784	850	918	982
262	287	307	335	403											



# Opec reductions pledge fails to impress market

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infestation, against at least \$2500, if it got a hold in the

and to send the party enroute.

Alford Macdonald, the son of

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## Kenneth Gooding on the resurrection of an Indonesian mining first

## DITIES PRICES



at the cost of about \$50 per carat whereas a recent value-

not lose much material during cutting and polishing. And

will be returned if the contract does not materialise.

## MARKET REPORT

The move met with some

Wolff, the commodity broker.

AN OPTION-related squeeze in recently for copper for delivery criticism and there were s

## MARKET REPORT

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000000 — London 0000

**ALUMINIUM** prices continued to

c-Conts/b. r-ringgit/kg. k-Jun. t-May/Jun u-  
 Dec. v-May/Jul w-Apr/May. z-Jun/Jul y-  
 tMost Commission average farstock price  
 change from a week ago ♡London phy  
 ♡Jrkel ♡CIF Rotterdam. ♡ Bullion ma  
 ♡Kilol. ♡Kilol-ton grain  
 ♡Kilol-ton grain

English carrots, asparagus and peas are all superb buys this week. Red and white cabbages are good value at 40-50¢ a lb (20-30¢). English tomatoes are down in price this week to 60-80¢ a lb (70-80¢), and supplies are improving at 40-60¢ a lb (30-40¢).

PIQS - SPIE	(C)	
	Close	Previous
Aug	119.5	120.5
Oct	121.5	121.5

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800	78	101	12	21	Jul
850	48	68	30	39	Aug
900	25	45	59	66	Sept
<hr/>					
<b>Blend Grade</b>	<b>Jun</b>	<b>Jul</b>	<b>Jun</b>	<b>Jul</b>	
1050	45		15		Dec
1700	26		30		Jan

**GOLD 100 Troy oz: \$/t**

Jul	111.80	112.1
Aug	108.50	109.6
Sep	107.90	108.2
Oct	108.90	107.5
Nov	105.00	105.5
Dec	103.70	104.9
Jan	102.80	103.1
Mar	100.90	101.6

	1940.1 - 1937.4	1924.5	2000
<b>DOW JONES (Base: Dec. 31 1974 = 100)</b>			
	May 2	May 1	month ago yr %
Spot	135.13	134.15	133.25
Futures	133.74	133.49	133.03

	Class	Previous	High/Low	
May	69.67	68.77	70.70	68.80
Jul	69.55	68.46	70.80	68.80
Aug	68.70	67.32	67.90	68.60
Feb	58.16	59.37	60.10	58.77

[illegible]



## LONDON STOCK EXCHANGE

## Market awaits verdict from the polls

THE RALLY in the UK stock market ran out of strength yesterday as investment fund managers backed away until the results of the UK local elections are published this morning.

Share prices tried to extend the recovery of the past two trading sessions, with firms in sterling and in Government bonds encouraging buying of the good quality, high yielding issues. An early gain of 7.6 on the FT-SE index, however, was soon reversed and the market spent most of the day on the downside.

At its final reading of 2,134.9, the index showed a loss on the day of 2.7. The market has

Account Dealing Dates			
Final Dealing	Apr 20	May 14	
Open Dealing	Apr 21	May 15	
Final Dealing	May 11	May 24	
Open Dealing	May 12	May 25	

recovered 31.5 since Monday night and traders regarded this as a satisfactory performance against a still uncertain background dominated by prospects for the local elections, and also the latest Retail Price Index due next week.

The market is resigned to significant successes by the

Labour opposition party in the local elections and is nervous that this may discourage non-UK investors, particularly those in recently privatised issues which might be vulnerable to re-nationalisation fears. Overall, equity strategists expect Labour to win around 300 seats from the Government - a larger figure might upset equities while a lower number would be favourable for the market.

Trading volume, slow at first yesterday, picked up around 10.00am when Salomon Brothers operated a small sell programme in the market's beta, or second tier stocks. The programme underlined the

general trend across the range of the market to move away from second tier issues and towards good quality stocks which are likely to retain support on the basis of good dividend yields.

Turnover died away again after lunch, however, and the final Seagull total of 392.8m shares for the day compared with 433m for Wednesday. There was some excitement when shares in BAT Industries turned down, bringing suggestions that Hovalek, thwarted in its bid intentions, might be trying to sell its stake, but traders scorned such tales.

Some lines of Guinness shares came on offer on reports

that the group's growth rate in the Far East was slowing down, and Wellcome were easier after announcing trading results.

Reuters, the global financial data group, advanced as the overnight rise in the shares in New York brought a bear squeeze on trading positions in the London market.

International stocks made little immediate response to the news that Opec had agreed on a cut in oil production of 1.4m barrels a day. London also ignored the firm opening to the new Wall Street session, which showed a gain of 17 Dow points as the UK market shut down for the day.

## FINANCIAL TIMES STOCK INDICES

	May 3	May 2	May 1	Apr 30	Apr 27	Year Ago	High 1980	Low	Since Completion	
							High	Low	High	Low
Government Secs	74.74	74.27	74.51	74.13	74.32	86.92	84.20 (2/11)	74.13 (2/11)	127.4 (2/17)	49.16 (2/17)
Fixed Interest	74.74	74.59	74.37	83.60	84.72	97.82	92.91 (6/1)	83.20 (6/1)	105.3 (2/11/47)	50.53 (3/17/75)
Ordinary Share	1679.8	1678.0	1983.5	1953.6	1658.7	1758.1	1953.3 (2/11)	1653.6 (2/11)	2000.0 (2/11/47)	49.4 (2/11/47)
Gold Mines	215.5	216.5	218.9	221.5	221.8	173.7	217.5 (6/2)	215.5 (6/2)	234.3 (1/12/83)	43.5 (2/10/71)
FT-SE 100 Share	2134.9	2157.5	2117.8	2103.4	2108.6	2116.0	2453.7 (3/1)	2103.4 (3/1)	2463.7 (3/1)	988.9 (2/11/47)
Ord. Div. Yield	5.41	5.41	5.44	5.48	5.47	4.44	5.41	5.41	5.41	5.41
Earning Yield % (Net)	12.12	12.12	12.18	12.28	12.26	10.81	12.12	12.12	12.12	12.12
P/E Ratio(Net)(x)	8.98	8.97	9.33	8.97	8.96	11.17	8.96	11.17	8.96	11.17
SEAC Barga 4.45pm	18.245	20.174	19.615	21.821	20.053	28.243	18.245	18.245	18.245	18.245
Equity Turnover(Ord)	747.67	747.67	747.67	747.67	747.67	747.67	747.67	747.67	747.67	747.67
Equity Bargain*	20,159	10,433	21,894	25,854	20,053	30,556	20,159	20,159	20,159	20,159
Shares Traded (mil)	358.8	322.8	262.0	450.1	508.5	167.5	358.8	358.8	358.8	358.8
Ordinary Share Index, Hourly changes				Day's High 1663.5	Day's Low 1567.2					
FT-SE, Hourly changes				11 am 1674.2	1 pm 1675.4	3 pm 1672.4	4 pm 1675.3			
Open	1681.3	1682.9	1687.0	1679.8	1675.4	1672.4	1675.3			
Day's High 2145.2				12 pm 2145.2	2 pm 2135.4	4 pm 2135.9	2135.3			
Day's Low 2139.2				11 am 2139.2	1 pm 2139.2	3 pm 2139.2	2139.2			
Open	2141.6	2144.8	2137.3	2136.3	2131.3	2132.9	2135.3			
Day's High 2187.8				12 pm 2187.8	2 pm 2187.8	4 pm 2187.8	2187.8			
Day's Low 2182.2				11 am 2182.2	1 pm 2182.2	3 pm 2182.2	2182.2			
Open	2182.2	2182.2	2182.2	2182.2	2182.2	2182.2	2182.2			
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## BANKS, HP &amp; LEASING

1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600</
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# LONDON SHARE SERVICE

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## MOTORS, AIRCRAFT TRADES

1990	1989	Share	Price	Div	Yield	P/E
121	121	121	121	121	121	121
122	122	122	122	122	122	122
123	123	123	123	123	123	123
124	124	124	124	124	124	124

## PROPERTY - Contd

1990	1989	Share	Price	Div	Yield	P/E
125	125	125	125	125	125	125
126	126	126	126	126	126	126
127	127	127	127	127	127	127
128	128	128	128	128	128	128

## TRUSTS, FINANCE, LAND

1990	1989	Share	Price	Div	Yield	P/E
129	129	129	129	129	129	129
130	130	130	130	130	130	130
131	131	131	131	131	131	131
132	132	132	132	132	132	132

## TRUSTS, FINANCE, LAND - Contd

1990	1989	Share	Price	Div	Yield	P/E
133	133	133	133	133	133	133
134	134	134	134	134	134	134
135	135	135	135	135	135	135
136	136	136	136	136	136	136

## OIL AND GAS - Contd

1990	1989	Share	Price	Div	Yield	P/E
137	137	137	137	137	137	137
138	138	138	138	138	138	138
139	139	139	139	139	139	139
140	140	140	140	140	140	140

## MINES - Contd

1990	1989	Share	Price	Div	Yield	P/E
141	141	141	141	141	141	141
142	142	142	142	142	142	142
143	143	143	143	143	143	143
144	144	144	144	144	144	144

## Commercial Vehicles

1990	1989	Share	Price	Div	Yield	P/E
145	145	145	145	145	145	145
146	146	146	146	146	146	146
147	147	147	147	147	147	147
148	148	148	148	148	148	148

## Components

1990	1989	Share	Price	Div	Yield	P/E
149	149	149	149	149	149	149
150	150	150	150	150	150	150
151	151	151	151	151	151	151
152	152	152	152	152	152	152

## Garages and Distributors

1990	1989	Share	Price	Div	Yield	P/E
153	153	153	153	153	153	153
154	154	154	154	154	154	154
155	155	155	155	155	155	155
156	156	156	156	156	156	156

## NEWSPAPERS, PUBLISHERS

1990	1989	Share	Price	Div	Yield	P/E
157	157	157	157	157	157	157
158	158	158	158	158	158	158
159	159	159	159	159	159	159
160	160	160	160	160	160	160

## PAPER, PRINTING, ADVERTISING

1990	1989	Share	Price	Div	Yield	P/E
161	161	161	161	161	161	161
162	162	162	162	162	162	162
163	163	163	163	163	163	163
164	164	164	164	164	164	164

## SHOES AND LEATHER

1990	1989	Share	Price	Div	Yield	P/E
165	165	165	165	165	165	165
166	166	166	166	166	166	166
167	167	167	167	167	167	167
168	168	168	168	168	168	168

## SOUTH AFRICANS

1990	1989	Share	Price	Div	Yield	P/E
169	169	169	169	169	169	169
170	170	170	170	170	170	170
171	171	171	171	171	171	171
172	172	172	172	172	172	172

## TEXTILES

1990	1989	Share	Price	Div	Yield	P/E
173	173	173	173	173	173	173
174	174	174	174	174	174	174
175	175	175	175	175	175	175
176	176	176	176	176	176	176

## TOBACCO

1990	1989	Share	Price	Div	Yield	P/E
177	177	177	177	177	177	177
178	178	178	178	178	178	178
179	179	179	179	179	179	179
180	180	180	180	180	180	180

## TRANSPORT

1990	1989	Share	Price	Div	Yield	P/E
181	181	181	181	181	181	181
182	182	182	182	182	182	182
183	183	183	183	183	183	183
184	184	184	184	184	184	184

## Investment Trusts

1990	1989	Share	Price	Div	Yield	P/E
185	185	185	185	185	185	185
186	186	186	186	186	186	186
187	187	187	187	187	187	187
188	188	188	188	188	188	188

## Finance, Land, etc

1990	1989	Share	Price	Div	Yield	P/E
189	189	189	189	189	189	189
190	190	190	190	190	190	190
191	191	191	191	191	191	191
192	192	192	192	192	192	192

## Finance, Land, etc

1990	1989	Share	Price	Div	Yield	P/E
193	193	193	193	193	193	193
194	194	194	194	194	194	194
195	195	195	195	195	195	195
196	196	196	196	196	196	196

## Finance, Land, etc

1990	1989	Share	Price	Div	Yield	P/E
197	197	197	197	197	197	197
198	198	198	198	198	198	198
199	199	199	199	199	199	199
200	200	200	200	200	200	200

## OVERSEAS TRADERS

1990	1989	Share	Price	Div	Yield	P/E
201	201	201	201	201	201	201
202	202	202	202	202	202	202
203	203	203	203	203	203	203
204	204	204	204	204	204	204

## PLANTATIONS

1990	1989	Share	Price	Div	Yield	P/E
205	205	205	205	205	205	205
206	206	206	206	206	206	206
207	207	207	207	207	207	207
208	208	208	208	208	208	208

## MINES

1990	1989	Share	Price	Div	Yield	P/E
209	209	209	209	209	209	209
210	210	210	210	210	210	210
211	211	211	211	211	211	211
212	212	212	212	212	212	212

## Central Rand

1990	1989	Share	Price	Div	Yield	P/E
213	213	213	213	213	213	213
214	214	214	214	214	214	214
215	215	215	215	215	215	215
216	216	216	216	216	216	216

## Eastern Rand

1990	1989	Share	Price	Div	Yield	P/E
217	217	217	217	217	217	217
218	218	218	218	218	218	218
219	219	219	219	219	219	219
220	220	220	220	220	220	220

## Far West Rand

1990	1989	Share	Price	Div	Yield	P/E
221	221	221	221	221	221	221
222	222	222	222	222	222	222
223	223	223	223	223	223	223
224	224	224	224	224	224	224

## O.F.S.

1990	1989	Share	Price	Div	Yield	P/E
225	225	225	225	225	225	225
226	226	226	226	226	226	226
227	227	227	227	227	227	227
228	228	228	228	228	228	228

## Diamond and Platinum

1990	1989	Share	Price	Div	Yield	P/E
229	229	229	229	229	229	229
230	230	230	230	230	230	230
231	231	231	231	231	231	231
232	232	232	232	232	232	232

## Central African

1990	1989	Share	Price	Div	Yield	P/E
233	233	233	233	233	233	233
234	234	234	234	234	234	234
235	235	235	235	235	235	235
236	236	236	236	236	236	236

## Finance

1990	1989	Share	Price	Div	Yield	P/E
237	237	237	237	237	237	237
238	238	238	238	238	238	238
239	239	239	239	239	239	239
240	240	240	240	240	240	240

## Water

Delta Gold 25c	25		
Dominion Mining	61		702c
Dragon Res. 25c	6		
Elders Resources	56	+1	aQ16.8c
Emperor Mines	69		
Endeavour 20c	2		
Encanto NL	18	-1	aQ7.2c
Geokonda Mines NL 20c	13		
GM Kalbarrie 5c	42	+5	



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Lat	Long.	Old	Offgr + or Yield
Chain	Point	Point	Point - Cts

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## INSURANCES

Continued on next page



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Unit Trust Name	Unit Price	Offer Price	Yield	Unit Trust Name	Unit Price	Offer Price	Yield
National Financial Management Corp PLC	100.0	100.0	0.0	Prudential Capital Life Ass. Co Ltd	100.0	100.0	0.0
Prudential Capital Life Ass. Co Ltd	100.0	100.0	0.0	Royal Heritage Life Assurance Ltd	100.0	100.0	0.0
Royal Heritage Life Assurance Ltd	100.0	100.0	0.0	Skandia Life Assurance Co Ltd	100.0	100.0	0.0
Skandia Life Assurance Co Ltd	100.0	100.0	0.0	San Alliance Group-Contd.	100.0	100.0	0.0
San Alliance Group-Contd.	100.0	100.0	0.0	UK Life Assurance Co Ltd	100.0	100.0	0.0
UK Life Assurance Co Ltd	100.0	100.0	0.0	Towry Law & Co-Contd.	100.0	100.0	0.0
Towry Law & Co-Contd.	100.0	100.0	0.0	Capital House Fund Mgrs-Contd.	100.0	100.0	0.0
Capital House Fund Mgrs-Contd.	100.0	100.0	0.0	Guernsey (SIB RECOGNISED)	100.0	100.0	0.0
Guernsey (SIB RECOGNISED)	100.0	100.0	0.0	Management Services	100.0	100.0	0.0
Management Services	100.0	100.0	0.0	Offshore and Overseas	100.0	100.0	0.0
Offshore and Overseas	100.0	100.0	0.0	Isle of Man (SIB RECOGNISED)	100.0	100.0	0.0
Isle of Man (SIB RECOGNISED)	100.0	100.0	0.0	Luxembourg (SIB RECOGNISED)	100.0	100.0	0.0
Luxembourg (SIB RECOGNISED)	100.0	100.0	0.0	Jersey (SIB RECOGNISED)	100.0	100.0	0.0
Jersey (SIB RECOGNISED)	100.0	100.0	0.0				

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar and sterling steady

CURRENCY movements were restricted to narrow bands yesterday in a market lacking fresh factors but awaiting news on US employment data and British local government elections.

Dealers described trading as uneventful but looked to today's US employment figures to provide a stimulus, on forecasts of a sharp rise in April US non-farm payrolls. At the London close the dollar was unchanged at DM1.6820 but had eased to FF5.6410 from FF5.6425; and to Y158.10 from Y158.30. According to the Bank of England the dollar's index was unchanged at 83.3.

Sterling was steady despite speculation that the ruling Conservative Party would suffer heavy losses at yesterday's local government elections. Dealers suggested that the pound is likely to be influenced by the Conservatives' ability to hold marginal London regional areas such as Wandsworth and Westminster. If these councils do not fall to the opposition Labour Party, the market may decide that all is not lost for the Government's next general election prospects.

In London the pound finished 5 points lower against the dollar at \$1.6490. Sterling

also eased slightly to DM2.7625 from DM2.7650; to FF9.2675 from FF9.2725; to SF2.3900 from SF2.3925; and to Y282.75 from Y283.25. The pound's index fell 0.1 to 87.0.

The Japanese yen traded quietly, with Tokyo closed for a public holiday, but the currency was firmer overall. The D-Mark eased to Y94.00 from Y94.10 at the London close.

German monetary union continued to cast a shadow over the D-Mark. Mr Helmut Kohl, West German Chancellor, said it is imperative that legislators stick to the timetable for monetary union by July. The D-Mark finished unchanged against the Italian lira at L732.75 and eased to FF3.3535 from FF3.3545 in terms of the French franc. The Spanish peseta was steady at P166.00 against the dollar.

The pound's index finished 5 points lower against the dollar at \$1.6490. Sterling

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The pound's index finished 5 points lower against the dollar at \$1.6490. Sterling

## EURO-CURRENCY INTEREST RATES

May 3	Short term	7 days	1 month	3 months	6 months	1 year
Sterling	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
D-Mark	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
FF	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sfr	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Yen	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Italian Lira	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Spanish Peseta	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Portuguese Escudo	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Irish Punt	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Greek Drachma	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Israeli Sheqel	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Thai Baht	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Malaysian Ringgit	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Singapore Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Philippine Peso	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Indonesian Rupiah	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
South African Rand	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Botswana Pula	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Swazi Lilangeni	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Zimbabwe Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Nigerian Naira	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Kenyan Shilling	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ugandan Shilling	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Tanzanian Shilling	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Malawi Kwacha	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Mozambique Escudo	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Angolan Kwanza	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Cape Verde Escudo	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Guinea-Bissau Escudo	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
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Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
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Liberian Dollar	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
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Ivory Coast CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Senegal CFA Franc	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Gambia Dalasi	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%
Sierra Leone Leone	15.34%	15.34%	15.34%	15.34%	15.34%	15.34%



## WORLD STOCK MARKETS

AUSTRIA			FRANCE (continued)			GERMANY (continued)			ITALY (continued)			NETHERLANDS			SPAIN			JAPAN			KOREA			SINGAPORE			THAILAND			TOKYO			U.S. & CANADA			U.K.			U.S. & CANADA			U.K.					
Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low			
Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75	Alpine Airlines	15.00	14.75

## CANADA

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2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75	2000 Capital	20.00	19.75

## INDICES

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**NASDAQ NATIONAL MARKET****3pm prices May 3**[illegible]

**3pm prices  
May 3**

[illegible]

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## Executive market drops to eight-year low

By Michael Dixon

"SPRING restores balmy warmth," said Catullus. What's more, the evidence supports his claim.

For most of the year, for instance, the Jobs column is chilled by the continual arrival of letters addressed to "Job's column". And while their writers may have put in the apostrophe by mistake, it is equally possible that they are Biblical scholars hinting that they would prefer a more cheerful read.

Suddenly that cold mould has been broken by a note from Andrew Edwards of Swindon\* who says he has a National Higher Diploma in business and finance, management experience ranging from running his own kisegram company to organising freight shipments for British Rail, and is looking for a job. But what has ushered in the new springtime warmth is not so much the content of his letter, as the fact that he addressed it to the FT "Jobs column team."

The effect has been most motivating. Since the note came we've had regular team talks on strategy, gone into huddles over tactics when need arose, and recovered from three team bust-ups.

\*2 Swindon Rd, Old Town, Swindon, Wiltshire SN1 3JF.

The trouble is that, since the team happens to have only one member, colleagues nearby have obviously often wondered, and occasionally gone so far as to ask, what I think I'm up to. So the result for office morale as a whole may have been bad.

For example, Charles Batchelor of the FT's growing-business page no longer continuously whistles the hit-songs of his receding youth. And Roy Hodson, poor old soul, doesn't hurl half as many insults as he used to.

Nevertheless, the Jobs column needed a personal filip. For another springtime arrival is the MSL International consultancy's latest count of posts for managers and high-grade specialist staff which are advertised in the United Kingdom's national journals.

The count, which has been made every three months since 1983, is of individual jobs taking each particular post as one no matter how often it is advertised in however many places - not a measure of the volume of advertising. Moreover, while the journals covered by the count include most ads for higher-rank openings, they account for less than half the total of executive posts advertised in the UK. The rest go in the

### UNITED KINGDOM ADVERTISED DEMAND FOR MANAGERS AND KEY SPECIALISTS (12 months to March 31)

(12 MONTHS TO DATE)										
Type of work	1989-90		1988-89		1987-88		1986-87		1985-86	
	Posts advertised	Change from 88-89	Posts advertised	Change from 87-88	Posts advertised	Change from 86-87	Posts advertised	Change from 85-86	Posts advertised	Change from 84-85
		%		%		%		%		%
R & D	3,738	-14.1	4,353	+24.0	3,510	+3.9	3,378	-42.0	5,823	-22.6
Sales & mktg	3,480	-32.6	5,164	-19.0	6,373	+4.1	6,124	-5.0	6,447	-0.8
Production	5,823	-20.3	7,309	+17.1	8,242	+29.9	8,407	-23.8	6,311	-12.1
Accounting	5,588	-13.3	7,602	-2.5	7,795	+15.8	6,732	+5.2	6,401	+2.2
Computing	2,999	-38.5	4,878	+31.5	3,710	+0.7	3,686	-7.8	3,998	-6.7
General mgt.	1,323	-15.2	1,581	-5.9	1,689	+19.8	1,385	+6.0	1,307	+4.0
Personnel	1,083	-4.7	1,115	-0.2	1,117	+11.1	1,005	+15.5	879	-19.8
Others	7,044	-11.0	7,912	+14.1	8,936	+20.9	5,735	-6.9	6,162	-0.8
Total	32,058	-19.6	39,894	+6.8	37,342	+13.7	32,852	-12.0	37,319	-7.4
April-June	9,178	-13.4	10,593	+23.2	8,597	+5.2	6,172	-21.5	10,412	+2.6
July-Sept	7,858	-15.8	9,338	+12.9	8,274	+8.0	7,664	-19.4	9,507	-0.8
Oct-Dec	6,827	-26.8	9,048	-2.2	9,248	+17.8	7,850	-8.7	8,596	-3.3
Jan-March	8,297	-23.1	10,915	-2.7	11,223	+22.4	9,168	+4.1	8,804	-24.3

trade and local press which the count misses.

Even so, its findings for the first quarter of 1990 might well have struck the aforementioned job himself as unduly depressing. Taking demand for all types of executives as a whole, the level was the lowest for any January-March period not just in the five years covered by the table above, but since 1982 when the market was just starting to recover from the worst trough on record.

The latest total for the 12 months to March 31 - shown between the two thin rows

two thirds of the way down the table - is also the lowest for eight years. And of the separate types of executives listed higher up, only the personnel specialists have been spared a marked fall in recruitment from the levels of 1988-89.

Much the same applied in three of the four business sectors of which MSL keeps separate tally. Demand by high-technology companies in the latest 12 months was down to 2,253 openings from 4,009 in 1988-89. The figure for retailing fell to 897 from 1,118, and the food, drink and

tobacco sector showed a drop to 825 from 985.

The happy exception was energy-related industries. Their UK recruitment rose to 2,768 posts from 2,138 in the previous 12 months. That apart, however, the only encouraging sign MSL's chief counter can find in the latest results is an increase in sales and marketing jobs - usually a lead indicator of demand for other executives. The January-March tally recovered to 820 from the record low of 544 in October-December. Alas the upturn was only to be expected.

January-March is almost always the best quarter of the year for executive job-changers, accounting for about 28 per cent of annual advertised demand.

What may be still worse news for jobs advertising is a prediction made in a report on world-wide recruitment markets just produced by stockbrokers James Capel. It forecasts that advertising will lose market share, especially at executive levels.

The main beneficiaries of the change are expected to be recruitment consultants of the "contingency" type. Although they operate by personally approaching people previously identified as suitable in the same way as top-drawers, executive search consultants, they differ from them by charging a fee only if a candidate they introduced is appointed.

Capel's researchers point out that new technology allows contingency operators to build impressive databases of potential candidates. Hence, for a growing range of jobs, they may be able to undercut advertising costs by coming up with suitable people from stock.

\*\*PO Box 551, 5 Bevis Marks, London EC3A 7JG; tel 01-621 0011, fax 01-621 0496 (from May 6 the 01 changes to 071).



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Languages: ☐ very good command of English and French; ☐ knowledge of a third Community language would be appreciated.

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EUROPEAN INVESTMENT BANK,  
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Please contact Mr Antony Justice or Mr David Paton on 071 580 5522 at The International Business Centre, Wells House, 77-79 Wells Street, Mayfair, London W1P 3RE  
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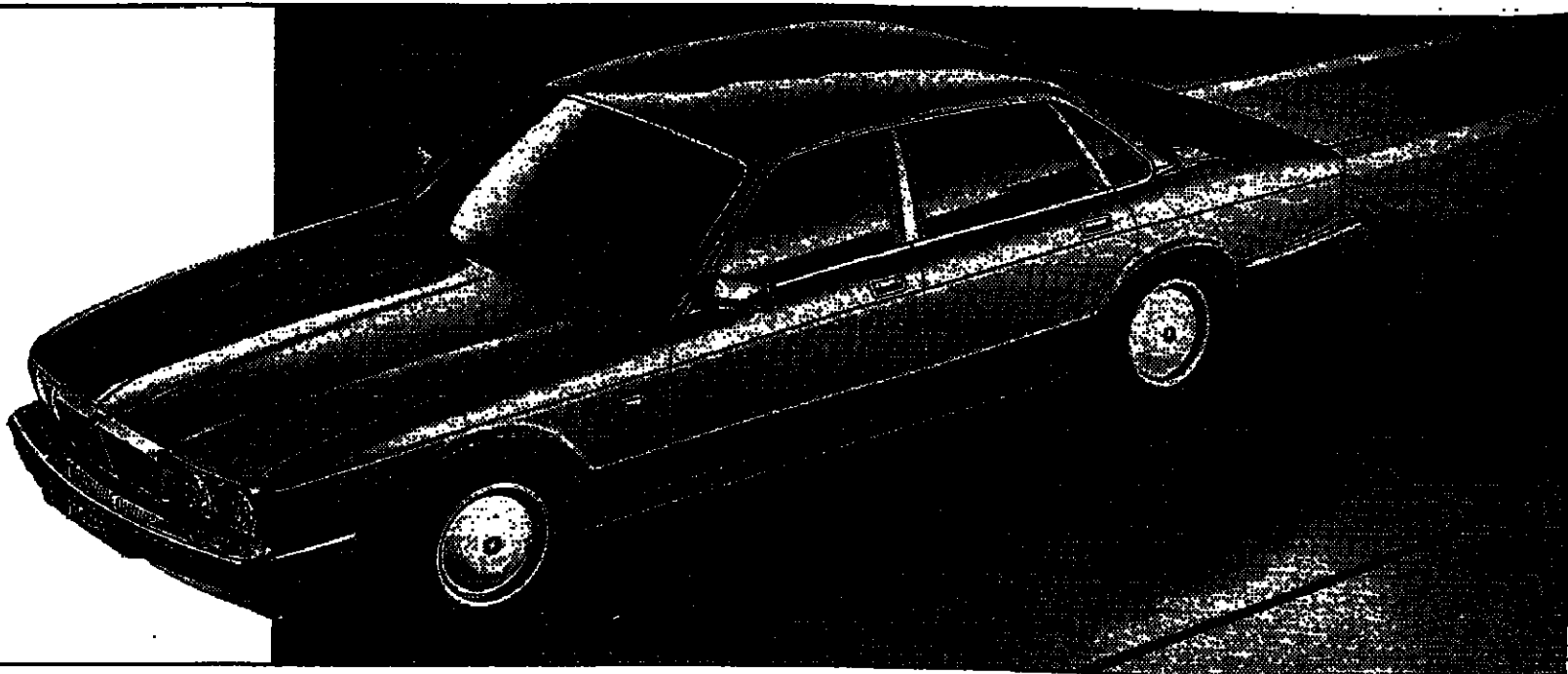
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## ACCOUNTANCY COLUMN

# Medium-term challenge for medium-sized firms

David Waller

THREE weeks ago, this column carried a report on medium-sized accountancy firms in the US. The article showed how clients have drifted away from the middle-tier firms to the Big Six; how growth in fees has slowed down, if not come to a halt; how partners in the some of the firms have faced cash-calls; and how medium-sized firms are facing claims for very large damages as a result of negligence litigation.

Are the UK's medium-sized accountancy firms bound the same way? The economy is faltering, insolvency departments are unhealthily busy, audit fees are dwindling and the mergers and acquisitions activity which generated special work is a thing of the past. Demand for accountants' services is falling as competition between firms is intensifying.

At the time of the mergers and merger talks between the bigger firms last year, the medium-sized firms predicted great benefits for their own businesses. A merged firm would have its eye off the ball, it was argued, distracted by the trauma of reorganisation. The prediction was that once the merger was bedded down, clients would soon become disillusioned and turn to the personal, partner-driven service that only the medium-sized firm could provide.

The trouble is that the outlook for the economy and therefore the accountancy profession has become bleaker over the last year. The predicted shake-up has been slow to happen: very few audits have changed, confirming the inherently stable nature of the profession's bedrock business. When audits have come up

for grabs, they have tended to go from one Big Six firm to another.

There are exceptions of course: Grant Thornton picked up the PA Consulting audit and BDO Binder Hamlyn, as the UK's seventh largest firm hardly a "medium-sized" organisation any more, has been particularly successful. It has won the audits of Nuclear Electric, the company which owns 30 nuclear power stations in England and Wales, as well as those of Eagle Trust, the troubled conglomerate, and Croy Electronics, a former

of the firm's policies on pay and on training, as well as looking at the way the firm is structured. In the UK, the firm has some 240 partners in 34 offices in about a dozen partnerships altogether.

David McDonnell is wrestling with the giant Grant Thornton, a firm with 48 offices and some 250 partners. Unlike at Binders, all belong to one partnership. The firm has decided to turn its back on all but a handful of quoted clients and to concentrate its energies on providing general business advisory services to the owner-managed business sector.

Together with this strategic reorganisation, the firm has begun to take measures to make itself more profitable: rejigging its profit-sharing arrangements, slimming itself down from 28 to eight regional groups and conferring more power - and responsibility for profits performance - to partners in charge of the regions.

Spicer & Oppenheim, which last week closed the separate London office of the Spicer Consulting Group with the loss of 25 jobs, had embarked on the most radical restructuring of all. Back in 1988, it took the unusual step of reorganising itself around four market segments - owner-managed businesses, financial services, large and quoted companies and corporate recovery - rather than disciplines such as audit, tax and insolvency. The managing partners in charge of the four groups were responsible to the national managing partner for agreeing and meeting profits. Beyond that, they were left to their own devices.

The architect of this plan was Mr Clive Bastin, who left the firm last

December to pursue a career in industry. His successor, Mr Peter Stafford, is adamant that Bastin's legacy is in essence unchanged. Yet there appears to be some backtracking from Bastin's structure - what Stafford calls a modification - and the divisional managing partners are no longer responsible for profits.

Spicer's figures for the 1989-90 financial year have not been released yet, but as for other firms they are likely to be good. However, Mr Stafford, like Mr Hugh Aldous at Robson

take one or two obvious examples: Stoy Hayward in the property and leisure businesses; Buzzacott, Binder Hamlyn, McIntyre Hudson and Smith & Williamson in investment management. Other firms specialise in insolvency, farming, education, the high net worth individual, and so on.

In this context, it is not surprising that Mr Stafford chose to retain Spicer's highly-regarded team of consultants servicing the professional partnership market, although this formed part of the Spicer Consulting Group's London practice.

The trouble with dominating a niche is that one soon bumps up against a ceiling of growth. All the same, perhaps the most attractive place to work as an accountant in the profession today is in one of the smaller, boutique-style firms. Entrepreneurial spirit is not quashed by bureaucracy and one can become a partner in one's late twenties.

The real pressure is on the larger medium-sized firms. In the short-to-medium term, the challenges for them will be to establish some sort of distinctive presence in the markets in which they operate and to remain profitable as turnover growth declines. Longer term, they will have to find ways of making themselves attractive to the entrepreneurial accountants of the future: how they will do this remains to be seen. Perhaps some of the firms will merge with one another: after all, defensive mergers are not unknown among the bigger firms. Or they may show signs of suffering the slow decline which appears to be afflicting their peers across the Atlantic.

**'At the time of the merger talks between the bigger firms last year, the medium-sized firms predicted great benefits for their own businesses.'**

Arthur Young audit client. The firm recently won a pitch against Arthur Andersen after Kipiti merged with an Andersen client. Binders will now audit the enlarged group.

Most of the medium-sized firms, including Grant Thornton and Binder Hamlyn, are in the throes of some sort of management restructuring, often at the hands of a recently appointed managing partner.

Often, the process was begun some time ago as a response to the pressure of growth: now the rethink is having to take account of the pressures of contraction.

At Binder Hamlyn, Mr Chris Swinson is conducting a thorough review

## ACCOUNTANCY APPOINTMENTS

# Treasury Manager

Nr Heathrow

£ Attractive + Car + Benefits

The Dow Chemical Company is one of the largest chemical corporations in the world with a turnover in excess of \$17 billion.

Its highly professional Treasury function is responsible for managing the financial risks inherent in an international business, including foreign exchange, interest rates and customer credit. Operating in a decentralized environment, the company has active treasury teams in financial centres around the world.

We are seeking a highly self-motivated and innovative individual to join our UK team, to be responsible for balance sheet planning and debt management. Based in our new UK Headquarters in the prestigious Stockley Park business development, this position affords excellent opportunities, both in the UK and abroad, for rapid personal development within a dynamic environment. This will also require the ability to change and respond to new ideas.

Candidates will probably be in their late twenties to mid thirties and qualified accountants or MBAs with at least three years of financial management experience in a banking or corporate environment. Exceptional analytical and interpersonal skills, together with experience of interest rate hedging techniques and leasing are essential prerequisites.

In addition to an attractive salary and car we offer an excellent range of benefits including share purchase scheme, private health care, free sports and leisure facilities and pension plan. Relocation assistance will be provided where appropriate.

If you would like to hear more about this opportunity, please call Brian Taylorson, Treasurer on 081-848 5007 or Martin Kirke, Human Resources Manager on 081-848 5028 or write enclosing a full CV and salary details to Dow Chemical, Lakeside House, Stockley Park, Uxbridge, Middlesex UB11 1BE.



The other way to work

# Group Financial Controller

West End

Entertainment

c£38,000 + Bonus + Car + S/Opts

Our client is a rapidly expanding private UK entertainment Group with major institutional backing. The Group trades throughout the UK, US and Europe with offices in London and New York.

Reporting to the Chief Executive you will have responsibility for all aspects of the Group's financial function as well as ensuring tight financial disciplines and management reporting from all offices. Key areas will involve systems development, budgeting and cash control.

Candidates should be qualified accountants, age indicator 32-38 years, with good team management, interpersonal skills, a high level of commitment and an eye for detail. Previous experience in an

international environment is desirable.

The Group has exciting international growth plans and proven success should lead to a board appointment and share options.

Please telephone or write enclosing full curriculum vitae quoting ref: 418 to:

Nigel Hopkins FCA,  
97 Jermyn Street,  
London SW1Y 6JE  
Tel: 01-839 4572



FINANCIAL SELECTION AND SEARCH

# Head of Investment Research Paris

Our client is a small but expanding international investment company, financed by the French and other governments. The company is increasing its direct investment portfolio, largely in the industrial sector worldwide, and requires an experienced professional to identify and evaluate direct investment opportunities.

Candidates, ideally aged 28 to 38, must be fluent in French and English and should be graduates in finance or economics with sound financial analysis skills and a good understanding of corporate finance. He or she should have no less than three years experience in a similar analytical role and

should have the ability to contribute to acquisition negotiations and to sit on the board of investee companies.

The salary is negotiable and the position offers a real opportunity for rapid career progression and the chance to make a very rewarding personal contribution.

Please send career and personal details in confidence, quoting reference AP/1008, to Andrew R. Duncan, March Consulting Group, March House, 13 Park Street, Windsor, Berkshire, SL4 1LU, England, or telephone 0753 869346 for further details.



March Consulting Group

Manchester Windsor Coventry Edinburgh

# Exciting role for young commercial accountant Marketing Accountant

West London

to £32,500 + f/e Car

Our client is a blue-chip FMCG company with an excellent growth record in revenues and profits. The UK market leader with a turnover of £600m, the company has short term ambitions to take over that position in Europe, where it is currently number two.

They seek a bright young accountant with general management ambitions, to be based within the marketing department but report to the Financial Director. You will provide financial support to the marketing function at the highest level and assist the Finance Director in such areas as strategic planning, budgeting, forecasting and systems development.

The company have a reputation for providing rapid career progression to those who demonstrate commitment and perform consistently well.

You will be a qualified accountant, probably a graduate, aged 27-32, and have proven technical accounting ability and first rate communication skills. A high level of computer literacy is desirable.

Interested candidates should write enclosing a comprehensive curriculum vitae and daytime telephone number, quoting ref: 424 to Philip Rice MA, FCMA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG. Tel: 01(071)-637 8736.



MANAGEMENT SELECTION

# European Director of Taxes

c. £100k plus benefits package  
London

The European operations of this £2 billion global business are at a critical point in their development. Highly acquisitive, and undergoing rapid organic growth (29% last year), they are active in 24 countries across Europe, with turnover around £600 million. In consequence, an international tax specialist of the highest calibre is sought for this newly created role.

Reporting to the European Director of Finance, the position offers a range of intellectual and commercial challenges of the most demanding nature. Key tasks will be harmonisation of the European legal structure and

optimising the tax position of the European operations. Advising senior management on potential acquisitions, the creation of new entities and structures, and the movement and transfer of funds across frontiers will also be critical.

This greenfield opportunity with prospects of extension to a world role will require a broad knowledge of UK and European taxes, and substantial international tax planning experience gained with a major multinational corporation. For the blocked number two, or the international tax strategist already at the top, we doubt that a more stimulating role could be created.

A significant base salary will reward the track record, ambition and ability which are clear requirements for a position at this level.

Contact Hamish Davidson on 01-334 5833 (071-939 5833 from 6th May) in the knowledge that the confidentiality of any initial approach from those wishing an informal discussion about the position will be fully respected. Alternatively write to him quoting reference H/1050/FT at: Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL

Price Waterhouse



## FINANCE DIRECTOR £50,000 + BENEFITS

An opportunity has arisen for a full time position as a Finance Director of a substantial expanding group of private companies with diversified interests predominantly in the leisure, arts and property sectors based in Central London.

The person will be responsible for accounting and taxation affairs of the Group and its Directors and in particular liaising with professional advisers. He will already have achieved a considerable level of success in the accountancy profession or industry and should be well versed in all areas of company and personal taxation and able to work on his own initiative.

Excellent potential and salary of £50,000 plus benefits will be offered to the right candidate.

All applications will be treated in the strictest confidence.

Write to Box A809, Financial Times,  
One Southwark Bridge, London SE1 9HL

## SENIOR FINANCIAL ASSISTANT

Package: £80,000 to £125,000

An energetic, hard working professional is required by this thriving company. The executive's principal area of operation will be in project finance and will include a substantial international and UK property element. The successful applicant will be aged 30-45 and will have experience of project finance at a senior level in banking, accountancy or law.

Replies with C.V. to Box A812, Financial Times,  
One Southwark Bridge, London SE1 9HL



## Financial Analyst

London

With more than £100 million turnover this year, our client is a PLC which operates principally in the UK property, engineering and distribution sectors. With minimal headquarters staff and a policy of devolving full responsibility to subsidiaries, the company has achieved consistent, profitable growth.

The newly created position of Financial Analyst is an internal consultancy role. Working closely with the Chairman, the Financial Analyst will conduct ad hoc systems reviews, financial and non-financial management audits, as well as manage special projects, some relating to acquisition activity.

Ideally the appointee will be a graduate ACA, probably aged under 30, whose experience has extended beyond audit e.g. investigations, corporate

c£30,000 + car

advisory, etc. Well developed computer skills are essential. There must be a willingness to travel in the UK. Key qualities will include independence, resilience, intellect and commercial acumen.

Since this position occurs at the centre of a significant, growing group, affording extensive interface with senior management, it is an excellent stepping stone to operational management within the group. Additionally there is a first class rewards package which includes an executive car and share options.

Please send your cv or telephone Nicolas Mabin (071-495 7808) at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB (Fax 071-495 3011) quoting reference NM242.

**Ernst & Young**

## EUROPEAN BUSINESS DEVELOPMENT MANAGER

Motorola Codex is the leading supplier of customised data networking solutions to major commercial and public organisations throughout the world. With our parent company, Motorola Inc., we share a global reputation for innovation, quality and technological leadership.

### An Intelligent Vision of Networking

We are already well established in Europe where we operate through several "country based" subsidiaries, supported by a network of third party distributors. To head up this operation and to meet our aggressive growth plans, we have established a new European Business Development Manager. In order to ensure the success of this role, we now need a Business Development Manager whose style, drive and motivation matches our own.

With the Managing Director and other senior managers, the successful candidate will work on a range of business planning and strategic development issues; particular emphasis being placed upon identifying markets and the evaluation of proposals to expand our business in Europe.

Applicants should be qualified accountants or MBAs with a minimum of three years' post-qualification experience gained in a commercial environment. Good interpersonal and communication skills are essential, along with qualities such as creative thinking and numerical and verbal reasoning. A team player, preferably with a second European language, you must be prepared for extensive overseas travel.

The remuneration package is excellent and includes a high basic salary, bonus scheme, company car, life and private medical insurance and pension scheme. Please send your cv and day time telephone number, in confidence, to: John Perkins, Personnel Director, Motorola Codex, Chervil House, 28 Station Road, Wallington, Surrey SM6 9AL. Telephone 081-669 4343.



**MOTOROLA**  
codex

## Financial Controller

Fulham  
£33,000

Our client has recently acquired a group of companies that is involved in the provision of self storage facilities. Current turnover is in the region of £2 million, with plans for further growth in the coming year. Of prime importance now, is the recruitment of an experienced accountant to hold the senior financial position in their small head office team.

The role is an extremely varied one, and will initially focus on the implementation and development of a new accounting system and

establishing strong financial controls appropriate to this fast moving environment. Thereafter, accurate management information and cashflow forecasts will be required on a regular basis. Other aspects of the role include company secretarial and administrative duties, taxation and cash management responsibilities and payroll and pension.

Candidates should be qualified accountants with previous experience running a small accounts department. Exposure to PC based computerised

accounting systems is a prerequisite as is the ability to adopt a hands on and flexible approach to work.

The remuneration package will include a car and usual benefits. Interested applicants should write to Susan Ryder, enclosing full CV and salary details, quoting reference G/1051 at: Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL

**Price Waterhouse**



## PLANNING ANALYST

£25,000 + car  
+ benefits

Following recent promotions at the centre of one of Europe's leading leisure groups an exceptional opportunity has arisen for a qualified accountant or an MBA to establish a career within the central Finance function.

Reporting to the Group Financial Planning Manager you will be responsible for monitoring the group companies' performance and further development of a corporate financial model used to test effects of new proposals within the group's diverse activities. As well as brewing and the licensed trade these encompass such well-known names as Coral Racing and Holiday Inns.

Aged 26-30, with a business oriented degree, you will have gained relevant commercial experience within a sophisticated group where analytical skills and computer literacy are essential.

Based at Burton-on-Trent, Bass is located centrally for the major Midlands conurbations as well as being close to attractive countryside. The group provides outstanding career opportunities and an extensive range of benefits including assistance with relocation costs.

Please write, enclosing a full career/salary history and daytime telephone number, to John Sleigh FCCA quoting reference J/918/F.

## Manager, Corporate Audit

This is a senior and high profile role in internal audit, within the Headquarters organisation of British Aerospace - Britain's largest manufacturer of engineering-based products and one of the world's leading aerospace companies.

c. £35,000 + SUPERIOR BENEFITS

Your brief will be to lead and develop a small, versatile team providing a service to the Headquarters organisation and to smaller business units. Working alongside line management, you will be expected to make a catalytic and entrepreneurial contribution to their activities.

The role offers considerable autonomy, a technically challenging position and the satisfaction of running your own department. You will also be using and developing the broadly based skills we need in both business and financial management across the British Aerospace Group.

A graduate Chartered Accountant - with recent experience at Manager status in one of the larger professional practices - you will need a genuine enthusiasm for challenge, tempered with the maturity, diplomacy and refined communication skills that the position requires.

In return, we offer a superior package - for you and your family - that includes generous car entitlement, private health care and all-expenses relocation, if appropriate.

For an application form, please contact Melinda Thurley at the Personnel Department, British Aerospace plc, Royal Aerospace Establishment, PO Box 87, Farnborough, Hampshire GU14 6YU. Telephone: (0252) 383684.



## Group Financial Controller

To £35,000 + Incentive Scheme  
East Midlands

Our client is an expanding multi-national engineering and electronics group with operations in Europe and North America. The group has enjoyed significant improvements in both turnover and profit during recent years and is confident that this trend will continue. The organic growth achieved by core businesses has been supplemented by a successful and continuing acquisition programme.

The group now needs to appoint a Financial Controller to co-ordinate the affairs of the Engineering and Technology Division. Reporting to both the Divisional Managing Director and the Group Financial Director you will be expected to direct the accounting staff of eight subsidiaries in their day-to-day operations and to consolidate divisional figures. You will

also have consolidation duties at a regional level. Other responsibilities of this broad and evolving role range from the preparation and monitoring of budgets and plans to the analysis and completion of small acquisitions.

The position calls for a qualified ACA or CIMA with excellent management accounting skills. Maturity is desirable: you should have at least 7-8 years applied experience, almost certainly gained in the engineering sector. The ideal candidate will have a sound understanding of costing; you should have considerable taxation experience and familiarity with information technology. The Financial Controller will be expected to develop and improve the reporting and consolidation systems of the division, so technical expertise is vital.

The successful applicant is likely to be a pro-active and hard-working individual, keen to take a hands-on role yet able to delegate effectively. Most importantly you will pay attention to detail without losing track of the global picture. You will benefit from a remuneration package that includes fully expensed car, incentive scheme and relocation if necessary.

Candidates should write including full career and salary details and quoting reference MCS/8899 to:

Mark Hartsborne  
Executive Selection Division  
Price Waterhouse  
Management Consultants  
Livery House  
169 Edmund Street  
Birmingham B3 2JB

**Price Waterhouse**



## DIRECTOR OF FINANCE ARCHITECTURAL BUILDING PRODUCTS

WEST MIDLANDS

c£40k + car

This market leader with Sales approaching £15m designs and manufactures a wide range of building products directed at architects and specifiers. Considerable investment is planned in manufacturing facilities and in product development to complement the company's planned growth in the next five years.

Reporting to the Managing Director, you will be a key member of the company's executive team. An early task will be to review thoroughly the company's reporting procedures and systems and recommend how these should be up-graded to meet the challenge.

Aged 28-45, your academic record will include formal accounting qualifications and your business experience will have advanced you into senior financial management in a manufacturing company.

The remuneration package for this key appointment will consist of salary and bonus to c£40k, along with an executive car, health insurance, help with relocation and other benefits. Opportunities will arise for career development.

Please write in complete confidence with full personal details to Lance Wilder/Lesley Glen as advisors to the company at:

**Deven Anderson**

International Search Consultants

Berwick House, 35 Livery Street, Birmingham B3 2BP. Tel: 021 233 3320.

## Divisional Group Accountant

High Wycombe

Mid/late 20's

To £32,000+car

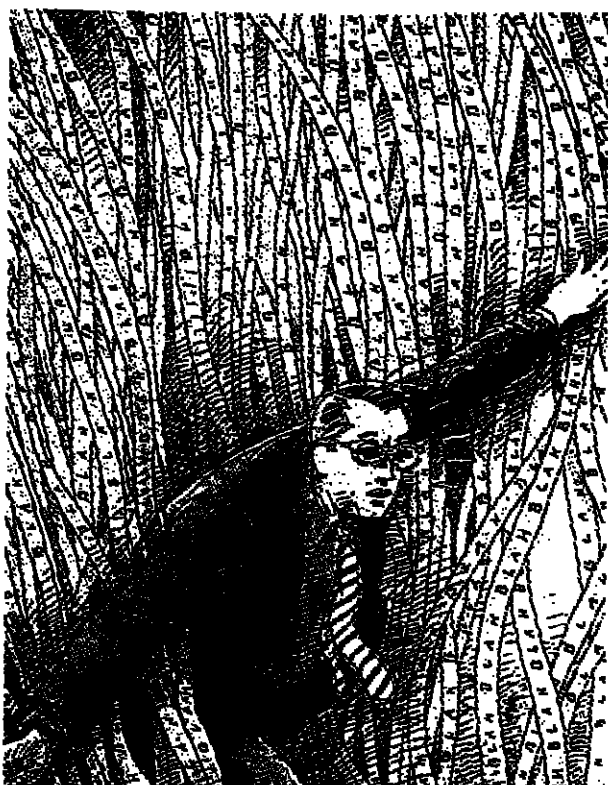
As the result of continuing expansion, both by internal growth and by acquisition, our clients, one of the principal divisions of a major UK based international service group, are seeking a Group Accountant. Reporting to the Finance & Planning Director the successful candidate will be responsible for a variety of work including assisting in the evaluation of potential acquisitions; the review of capital appraisals and the one and three year financial plans; the analysis of financial performance and the preparation of pertinent information for the group management. It is intended that within two years this position should lead to the role of Financial Controller in one of the principal subsidiary companies (as has already happened to the present holder). Applicants must be Chartered Accountants who have preferably gained a minimum of two years post qualification experience and who are eager to join an entrepreneurial environment. Ref: 2131/FT. Write or telephone for an application form or send full details (with daytime telephone number and current salary) to R.R. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

**Phillips & Carpenter**  
Selection Consultants



**"To cut straight through to the heart of a problem . . ."**

**This is the art of the management consultant**



## ACCOUNTANTS, ECONOMISTS & MBAs

London; to £35,000 & car

Where there is a business problem there will also be a welter of opinions and proposals, and a plethora of conflicting information. It's the ability to read the signs, pick up the direction and cut a clear path through the jungle that demonstrates the special skills of the Management Consultant.

As we are specialists in business management strategies these skills are much in evidence here at Touche Ross. Our success continues and we now need more achievers ready and able to accommodate some uniquely challenging problems.

In your mid/late 20's to early 30's you are multi-talented yet single-mindedly ambitious. Your intellect needs equal company: your mind demands variety to keep it sharp; you're excited by the prospect of taking on the unknown, where your instincts, communication skills and your preference for the practical over the theoretical will help you through. Time after time.

And although you've come a long way already, you are aware there's so much more that you could achieve - if only you could continue to develop and progress without leaving the front line, too often the penalty of promotion.

At Touche Ross Management Consultants you'll find an informal meritocracy which rewards results without removing the challenges. Tailor-made training will equip you with the skills to steer straight for the top, with partnership a realistic target.

Our requirement is for recently qualified Accountants, Economists, MBAs and Business Analysts with good first degrees and impressive track records gained in all of commerce and industry.

Starting salaries are up to £35,000 and a car is part of the valuable benefits package.

Emerging talent should write with a full cv, to: Michael Hurton (Ref 3125), Touche Ross Management Consultants, 5th Floor, 52/54 High Holborn, London WC1V 6RL. Telephone: 071 353 7361.

**Touche  
Ross**

MANAGEMENT  
CONSULTANTS

## Finance Director Designate

Retail  
East Sussex

£35,000 + Car  
Share Options etc

One of the UK's most prestigious names in a long-established business sector, our client is the retailing arm of a fully quoted group with worldwide interests. Turnover is currently around £30m.

Working closely with the directors, you will play a key role in all aspects of the development of the business, as well as managing the accounts, administration and company secretarial functions, including the development of computer systems.

Applicants, qualified accountants with broad-based retail sector experience, will have operated at least at

financial controller level and possess practical knowledge of computerised accounting systems. Experience of EPOS systems will be an advantage.

This is a long-term career post. The remuneration package will also include the opportunity to participate in a potentially valuable profit-sharing scheme.

Please write to Michael Ping enclosing your curriculum vitae which should include your current salary and daytime telephone number quoting reference J106, at Grant Thornton Management Consultants, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP.

**Grant Thornton**

MANAGEMENT CONSULTANTS  
The UK member firm of Grant Thornton International

## Financial Director (Designate)

**Zimbabwe**

Our client, an international group with extensive and diverse operations in Zimbabwe, requires a finance professional to join its management team in Harare at this most senior level. The Financial Director Designate will manage all financial activities and assist in developing further business operations; this latter activity is likely to entail internal restructuring to capitalise on commercial opportunities and the entry into other enterprises, probably through acquisition.

The person we are seeking must be adaptable, capable of joining a young, dynamic team in a challenging and changing business environment.

Candidates should be Zimbabwean citizens or be entitled to Zimbabwean citizenship. Probably aged 30-40, the person selected must be a qualified accountant with exceedingly good commercial as well as financial skills. Ambition and leadership ability are essential.

The remuneration package, to the

highest standard, will take full account of both local living requirements and the importance of the appointment.

Candidates should send a detailed CV quoting reference F/1049 to Miles Holford

Executive Selection Division  
Price Waterhouse  
Management Consultants  
No. 1 London Bridge  
London  
SE1 9QL

**Price Waterhouse**



## Group Chief Accountant

Monaco

To £40,000 + Car  
+ Benefits

In a year of challenging worldwide trading conditions, our client, a diversified international investment group, has undergone a period of accelerated organic and acquisitive growth. A dynamic management team coupled with innovative investment policies, and a corporate strategy orientated towards long-term capital appreciation, has been effective in creating substantial business opportunities globally. Prospects for future expansion are exceptional.

Anticipated restructuring within the Group Finance department has generated the need to augment the management team with the appointment of a Group Chief Accountant. Based in Monaco and reporting to the Group Finance Director, the appointee will be primarily involved with the financial management, treasury and taxation issues facing the Group. In addition, this hands-on role will encompass the interpretation of accounting standards and comprehensive analysis concerning the intrinsic value of major investments.

The successful candidate is likely to be a qualified ACA, aged 30-35, with relevant experience in either a commercial organisation or public practice. Applicants should be capable of demonstrating a record of achievement to date, and possess the ability to liaise constantly at senior levels. The use of French as a spoken language is not a prerequisite.

Benefits include an attractive tax free salary, subsidised accommodation, company car, and the opportunity to develop a career within this dynamic organisation.

For further information in strict confidence contact Brian Hamill on 071-287 6285 (evenings and weekends 071-627 4974). Alternatively, forward a brief resume to our London office quoting Ref BH619.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street  
London W1R 5LB

Tel: 071 287 6285  
Fax: 071 287 6270

## Finance Support

## Leasing Support

## Financial Analyst

London

c£22,000 + Benefits

NCR is one of the world's largest manufacturers of information technology. We are setting up The NCR Credit Corporation in the UK to increase our equipment sales through the provision of specialist "value add" financing packages.

This has created a unique opportunity for a highly motivated leasing professional or accountant to come in at the start of this exciting venture.

As Financial Analyst, you will be responsible for developing and sustaining all the back office support systems, although you'll also be encouraged to get fully involved with marketing and direct customer liaison.

At present, you might hold a similar position in another company, or be a part-qualified accountant looking for a wider brief. Whatever your experience, because of the broad range of the role, you'll certainly need to demonstrate a high degree of commercial awareness and

business acumen, as well as financial knowledge. Working closely with our sales team and their customers means that previous exposure in a customer service environment would be a distinct advantage.

We anticipate rapid growth and can offer every opportunity to progress. You can expect a competitive salary and benefits package allied to on-going training and the backing only a major worldwide corporation can offer.

To apply, please send your CV to Charlotte Collins, Personnel Division, NCR Limited, 206 Marylebone Road, London NW1 6LY.

**NCR**

Creating value

## SOUTH COAST

c.£33,000 + CAR

For a major PLC in the consumer services sector - currently undergoing a period of exciting change and development, as a result of which some new key appointments are to be made.

To complete a newly created audit function, the company is now seeking an individual to establish a computer audit function. Reporting to the Head of Audit, you will manage two staff and address the major areas of risk in the company's highly computerised environment. The next few years will see major changes to systems and a key objective will be to ensure that financial controls are in place for systems under development.

We would like to hear from qualified accountants, aged around late 20's, with good experience of computer audit gained either in the profession or after qualification

In a medium or large plc. This is an unusual opportunity to establish a function from scratch in an organisation committed to career development.

Please send full personal and career details, including current remuneration level and daytime telephone number in confidence to Robin Alcock, Coopers & Lybrand Deloitte Executive Resourcing, 78 Shoe Lane, London EC4A 3J3, quoting reference RA689 on both envelope and letter.

Coopers  
& Lybrand  
Deloitte

Executive  
Resourcing

## CORPORATE STRATEGIST

(UK based Multinational)

Central London

c£38,000 plus car

Our client is one of the 150 largest non-financial companies in Europe with extensive interests in North America and Europe. Continued growth necessitates the Group to review future market opportunities in the light of the rapidly changing international climate. A long term Strategist is therefore required to join the Head Office corporate management structure.

The successful candidate will be part of a small, highly commercial team and would be expected to play a major role in developing long term strategic plans and form a macro view of market opportunities.

This exceptional position is open to MBA graduates aged between 28 and 34 who can demonstrate practical planning skills in a multinational environment. Some commercial experience and fluency in a European language would be an advantage and excellent communication skills are considered essential.

The remuneration package will be tailored to relevant experience and will include a fully expensed car, contributory pension scheme, share options and profit share.

Interested candidates should send a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number in the strictest confidence to: Andrew Sales quoting Ref. 117.

Kidsons Impey Search & Selection, 29 Pall Mall  
London SW1Y 5LP Tel: 071-321 0336 Fax: 071-976 1116

KIDSONS IMPEY

## Finance Director

City

to £45,000 + benefits

Our Client, an established medium sized firm of Chartered Surveyors with offices in The City and West End of London, is currently on the verge of a cultural change of corporate identity in anticipation of the changing face of the 1990's. As a result of recent market forces, they have identified the requirement for a highly commercial and innovative Finance Director, to play a leading role in the transformation of the existing partnership into a viable corporate entity.

Reporting directly to the Chief Executive, the appointee will play the leading role in the financial control of the firm, in addition to being an integral member of the Executive Board. Corporate strategy and business development will be high on the agenda, in conjunction with full responsibility for selecting and implementing a new accounting and administrative computer system.

Ideally, aged between 35-45, candidates must be qualified accountants, with at least two years' experience at Board level. Strong motivational and leadership skills are essential requisites for this demanding but highly rewarding position.

Interested candidates should send a detailed curriculum vitae, including present salary and daytime telephone number to Carol Jardine, Spicers Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP quoting reference LM211.



SPICERS EXECUTIVE SELECTION  
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL



## Treasurer

### North East Hants

Our client is a publicly quoted multi-national systems and software services company with operations in the UK, USA, France and Germany and turnover in excess of £250 million.

The direction of the current business strategy now demands the establishment of an active international treasury function. Reporting to the Group Chief Accountant, the treasurer will be responsible for the development of treasury policy and guidelines, maintaining banking relationships and monitoring cash flow and credit control operations.

Applicants probably aged 30-35 and ideally professionally qualified, should have a minimum of 5 years

c£40,000 + car

treasury experience gained within a multi-national business with particular emphasis on cash and credit control management. A good understanding of hedging techniques with regard to the tendering of contracts is also required.

The successful individual must be highly motivated, able to communicate throughout all sections of the business and have a hands on approach to the role.

Please send career and personal details quoting reference CA243 to Carrie Andrews at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

**Ernst & Young**

SEARCH AND SELECTION

## UK Finance Director

c£50k + Bonus + Benefits  
Surrey

Our client is a highly profitable UK based £1.5 billion international building materials company, operating in over 30 countries worldwide. It is seeking a Finance Director for the £110 million turnover UK subsidiary of one of its key operating divisions.

Reporting to the subsidiary's UK Managing Director, the main emphasis of the role will be to provide direct and focussed support to the commercial line managers in an environment where controlling costs and meeting the needs of the customers are the prime objectives.

A qualified accountant you are likely to possess a multi-site

manufacturing/services background. Critically, this will have encompassed close involvement with a sophisticated integrated computer system, servicing the needs of an entire business.

Resilient in character, you should bring strong man management skills, the capacity to initiate change and an unambiguous commercial orientation. The position will best suit an ambitious, creative and energetic clear thinker, sufficiently determined and motivated to help drive a business forward.

Achievement in this role will be rewarded by a generous package, including bonus and share options, but more importantly, will provide an

ideal stepping stone towards a more senior financial or general management position elsewhere within this fast growing international group.

For an informal and confidential discussion, contact Hamish Davidson on 01-334 5833 (or 071-939 5833 from 6 May 1990). Alternatively write to him quoting reference H/1052 enclosing CV and salary details: **Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL**

**Price Waterhouse**



## Finance Director

Leckpatrick Dairies Limited, a privately owned Northern Ireland group of companies, is a large and very successful group in the Province's dairy industry. Having just completed a major acquisition and with further growth predicted, they now wish to appoint a Finance Director.

Currently employing over 700 personnel at nine different locations and with an annual turnover of £120m, they are undergoing extensive strategic and cultural change to develop a long term competitive advantage, combined with quality service for their customers.

Reporting to the Chief Executive and the Board of Directors, the Finance Director will have total responsibility for directing and controlling the financial services function, together with the development of modern management information

systems.

Working in a highly customer orientated environment, the selected applicant will hold a key position in the management team. The role will include the assessment of business expansion opportunities, the development of financial strategy and the provision of an enhanced level of expertise to all areas of the business. Treasury management and acquisition funding will be an important aspect of the job.

Candidates will be qualified accountants (preferably Chartered) and must be able to demonstrate exceptional financial management talents, a high level of analytical ability and the personal credibility to represent the organisation at the highest level. It is therefore unlikely that anyone under 35 years of age will have the necessary

background and experience required for this appointment.

This important position offers an outstanding opportunity to make a major contribution in shaping the future development of this prestigious organisation, so applications are only invited from suitably qualified candidates. The remuneration package, which will reflect the seniority of the appointment, will be substantial and is unlikely to be a restricting factor for the right candidate.

Please write in confidence or telephone for an application form to:

Sam Cullen  
Human Resources Division  
Price Waterhouse  
Royston House  
34 Upper Queen Street  
Belfast BT1 6HG  
Telephone (0232) 244001

**Price Waterhouse**



## European Financial Controller (French/German Speaker)

### Highly Acquisitive Plc

To £45,000 + Car  
+ Substantial Benefits

Operating in the fast-moving communications industry, our client is the largest and most dynamic group in its field, both in the UK and US. Aggressive acquisition policies coupled with strong organic growth, and a progressive management structure, has created substantial global business opportunities. With a turnover approaching £200m, the company culture is both competitive and highly entrepreneurial.

Due to an envisaged programme of rapid Continental growth, there now exists the need to augment the management team with the appointment of a European Financial Controller. Reporting to the Group Finance Director and liaising extensively with the Main Board, the appointee will be primarily responsible for the co-ordination and control of all European operating subsidiaries. Specifically, this will encompass the integration of acquisitions, financial management, and an involvement in a variety of corporate and strategic issues.

This opportunity will appeal to a results orientated qualified accountant (aged to 35) with relevant experience in either a commercial organisation or public practice. The ability to speak French and/or German is a prerequisite. In addition, the successful candidate will be expected to both travel extensively within Europe, and constantly adapt to a dynamic and challenging environment.

The rewards include an attractive remuneration package, together with fully expensed car, and the opportunity to develop a stimulating career within this high profile public group. For further information in strict confidence contact Brian Hamill on 071-287 6285 (evenings and weekends 071-627 4974). Alternatively, forward a brief resume to our London office quoting Ref B3616.

**WALKER HAMILL**  
Financial Recruitment Consultants  
29-30 Kingly Street London W1R 5LB Tel: 071 287 6285 Fax: 071 287 6270

## M & A Assistant

City

Qualified UK accountant

German speaker

Age: 24 - 27

Salary: Highly competitive plus mortgage subs, bonus and generous banking benefits

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries, and has recently celebrated 25 years in the City.

Yamaichi is an acknowledged leader in domestic Japanese M & A and has committed substantial financial resources to establishing itself at the forefront of cross-border M & A between Japan and Europe.

A position has now arisen in its innovative City-based M & A group for a highly motivated M & A assistant. The work involves qualitative research and corporate analysis in support of the structuring and marketing teams within the M & A group.

Ideally, candidates will be UK qualified accountants with excellent academic records and at least one year's post qualification experience.

The ability to speak German would be a decided advantage.

Candidates should submit in confidence a detailed cv to Miss Diana Crosby, Recruitment Officer, Yamaichi International (Europe) Limited, Finsbury Court, 111-117, Finsbury Pavement, London EC2A 1EQ.

Yamaichi International (Europe) Limited  
Member of The Securities Association Member of The International Stock Exchange

## FINANCIAL SERVICES DIRECTOR DESIGNATE Northampton £ Excellent + Benefits

Outstanding opportunity for a high calibre finance professional to join us as a key member of our Management Team. We are a privately owned Quarrying Company, and the leaders in our field. We need an ambitious, motivated person to create, develop and maintain our manual and computerised systems, and advise on all financial matters. Able to offer a minimum of 10 years commitment to the Company, you will ideally have experience of the Quarrying or Construction Industry, and be able to demonstrate strong management skills, as well as the ability to work as part of a team. It is unlikely that you will be aged under 30.

In return, we offer an attractive package, with generous salary, benefits and career opportunity.

Please reply in strict confidence, enclosing full CV and giving details of your present remuneration, to:  
Sue Phillips, Peter Bennie Limited, Oxwich Close, Brackmills Industrial Estate, Northampton, NN4 0BE

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## MANAGER, GROUP INVESTMENT APPRAISAL

BAKER STREET  
c.£26,000 + FINANCIAL SECTOR BENEFITS

Recent developments at Abbey National have been attracting intense interest. Following our conversion to plc status, we are currently seeking a Manager to work in the area of investment appraisal, to be responsible for the financial evaluation of capital expenditure proposals and other business initiatives.

Here we are responsible for accounting, management information and investment appraisal. As a result of internal promotion, we are currently seeking a Manager to work in the area of investment appraisal, to be responsible for the financial evaluation of capital expenditure proposals and other business initiatives. Probably a qualified Accountant with relevant experience, you may alternatively have a number of years' experience in capital appraisal techniques with a large organisation and have a broad finance background.

The position, to which two others report, requires extensive contact at a senior level with other divisions and subsidiary companies: good interpersonal skills and a positive approach are therefore essential. Experience of the financial sector would be an advantage but is not a pre-requisite.

In addition to excellent prospects for career development, we offer a full range of benefits which includes profit share, concessionary mortgage and relocation assistance where appropriate.

For an application form please telephone the Personnel Department on 01-486 5555 extension 4466.

We are committed to a policy of Equal Opportunity. Applications are welcome from all sections of the community irrespective of race, disability, gender, marital status or age. The closing date for completed applications is 18th May 1990.



## FINANCIAL CONTROLLER £25K Plus package

HNB Communications Ltd., currently sell professional broadcast, communication and recording equipment at the leading edge of technology, in the UK and European markets.

We now require an individual with a good grounding Accountancy, to produce all the information necessary for the Board to oversee the future growth of the Company.

We are looking for a self motivated Financial Controller to prepare management information, cash flow and budgetary control, credit control, financial and management accounts.

Candidates are likely to be 27 to 40, with a solid base of practical and theoretical knowledge and good analytical skills. A qualification would be an advantage but accountancy experience is essential including computer literacy.

HNB can offer an expanding future for someone who wishes to join this young growing Company.

Company car, pension and other benefits.

Write on one side of A4, why you feel you can do this job, including what experience and ability you can offer and mail with a copy of your current CV to HNB Communications Ltd., 73-75 Scrubs Lane, London NW10 6QU or ring 081-660 2144 ext. 300.

## The Geological Society

**CHIEF ACCOUNTANT**  
London W.1. c£24,000

The Geological Society's principal aims are the furtherance of research in the geological sciences and the dissemination of knowledge of the subject amongst its members, other scientists and the general public.

The successful applicant will report directly to the Executive Secretary. You will be responsible for all financial aspects of the Society's activities including accounts, budgeting, financial control and the further enhancement of the computerised systems.

The ideal candidate will be a qualified accountant who is assertive, possesses strong interpersonal skills and is computer literate.

Please send your CV with salary history to Stephen Bowles, Corporate Development Service.

**Fraser & Russell**  
Chartered Accountants  
4 London Wall Buildings,  
Blomfield Street,  
London EC2M 5HT.



## Commercial Accountant

Berwick-upon-Tweed

£35,000 + Car + Bonus

With a turnover exceeding £80 million, our client is the market leader in its field, involving the provision of specialist leisure services to the general public. Since its establishment, continued growth in turnover and profitability has been exceptional. The company has recently expanded into North America and has further ambitious plans for international development.

Following recent decentralisation, they now seek to appoint an accountant who, reporting to the Regional Director, will be responsible for the total financial management and business development of one of the company's major divisions. Initial emphasis will be placed on improving the quality of financial control, management reporting and general financial awareness within the business.

Candidates, aged 26-34, should be qualified accountants who can demonstrate a track record of outstanding achievement to date. In addition to a high degree of technical competence, a hands-on approach, general commercial awareness and self motivation are regarded as pre-requisites. This is considered a development role within the organisation and prospects for the successful candidate are exceptional.

A first class remuneration package is offered, including relocation assistance where applicable. Interested applicants should write to James J. Russell, quoting ref: NE026 at Michael Page Finance, 25 Collingwood Street, Newcastle-upon-Tyne NE1 1JE. Tel: 091-222 0545.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Finance Director

North West

to £32,000 + Car

Our client forms part of the Interiors Division of a major UK plc providing specialist design, manufacture and installation expertise to a range of fast moving service sector businesses. This autonomous, highly profitable subsidiary has well defined plans for expansion of the business both domestically and in Europe.

In order to manage and control this growth, the company wish to appoint a Finance Director. As a key member of the executive team, this commercial appointment carries full responsibility for finance, administration and the development and installation of fully integrated financial control systems. The individual will also be expected to make a significant contribution to the strategic

development of the business.

The successful candidate will be an ambitious, qualified accountant aged 28-36, able to demonstrate achievement within a commercial environment. Highly developed interpersonal skills, self motivation and familiarity with computer based systems are essential for this highly demanding appointment.

Comprehensive relocation facilities are available, and interested applicants should forward a full curriculum vitae, quoting reference 401, to Diane Forrester ACA, Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Tel: 061-228 0396.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Finance Manager / Deputy General Manager

ZAMBIA

Lonrho Zambia Limited covers a wide variety of industrial and commercial enterprises and forms a major Management Region within the Lonrho Group. We seek to appoint a high calibre, qualified, accountant, with strong leadership qualities, to the position of Finance Manager within one of our subsidiary groups of companies. He will also act as Deputy to the General Manager.

The Finance Manager is responsible to the Regional Financial Controller for all aspects of the financial management of this group of companies. Candidates should have experience, preferably in an African context, in the following areas:-

- \* Monitoring and improving company performance
- \* Administrative management of Accounts Departments
- \* Preparation of Budgets, and Management and Statutory Accounts
- \* Treasury Management
- \* Taxation

Zambia, with a stable environment and a lovely climate, has much to offer the expatriate. Attractive conditions of employment include a local salary, a monthly US\$ payment, generous local allowance, car, accommodation, servants' allowance and end of contract gratuity. Contracts are for two years, generally renewable.

Please apply with details of career, qualifications and marital status, quoting reference No. V550, to:

The Group Personnel Manager  
LONRHO PLC  
Chepside House  
138 Chepside, London EC2V 6BL

## Financial Controller

up to £30,000 + Bonus + Car

North Wales

This is an outstanding opportunity to head the finance function of an autonomous manufacturing unit. Part of one of the country's major plc's, it has a current turnover of £80 million and employs over 500 mostly on a continuous shift basis.

As a key member of the senior management team, the position reports to the Director and General Manager with responsibility for the overall control of all financial and management accounting information as well as the responsibility for the systems department.

You must be a qualified accountant preferably in the 32-45 age range with an impressive track record in financial management including the development of computerised management

systems. You will probably be heading up the finance function of a sizeable manufacturing unit and now looking for a new challenge. This is essentially a 'hands-on' role in which you will be expected to work closely with your senior colleagues in developing the business.

Salary is negotiable to the level indicated and the attractive benefits package includes a performance related bonus, fully expensed quality car, and relocation assistance, where necessary, to this very attractive region.

Candidates who meet this specification should write with full cv, quoting Ref: AR188 to Derrick Franks, March Consulting Group, 38-39 Waterfront Quay, Salford Quays, Manchester, M5 2XW.



## Commercial Accountant

Southern England

Salary Negotiable

BOCM Silcock is part of the worldwide Unilever Agribusiness Group, manufacturing and marketing a sophisticated range of high quality products. Currently the leading agricultural supplier in the UK, their ambitious growth plans are clearly indicated by the 14 acquisitions made in the past 12 months.

We seek to appoint to the management team, a young accountant who will take responsibility for developing the management information control system for the principal division of BOCMS. This will involve maintaining a close working relationship with Directors and Area General Managers.

Direct responsibilities include:

- Providing commercial advice to the marketing department on pricing positions on raw material commodities, product launches and promotions.
- Assisting in developing and monitoring acquisition operating plans.
- Supervising the preparation of Divisional financial information and providing accounting support for the export operation. This will include implementing new operational accounting systems and acting as Commercial Manager for the unit.

As a Commercial Manager within Unilever your future career is expected to develop through some of the most successful FMCG companies in the world, both at home and overseas: Birds Eye Walls, Lever Brothers, Brooke Bond Foods, Elida Gibbs, etc. Candidates who will be qualified accountants aged 25-28 will require the personal qualities necessary to succeed in a challenging international market.

For full details telephone or write with CV to Charles Cotton, ASA International Limited, Vernon House, Sicilian Avenue, London WC1A 2QH. Telephone 071-831 2881.

**ASA International**



## Group Finance Manager (Deputy to Finance Director) Major Plc

£40,000+ p.a. and benefits

A national group based in Scotland, a market leader in its sector wishes to recruit a Group Finance Manager. Whilst responsibility will be for all Finance functions, most day-to-day work will be involved in acquisitions, long term planning and ad hoc exercises, dealing with Divisional Managing Directors, Group Board Members and other senior external finance personnel.

Candidates, age 35-42, will be graduate qualified Accountants with good commercial exposure since leaving the profession, including central finance function experience. Communication skills and a diplomatic personable approach will be looked for.

Apply in confidence, stating exactly how you meet our client's requirements, to Hamilton Howatt FCA, FRF, 310 Chester Road, Hartford, Northwich, CW8 2AB or tel: 0606 883100, quote Ref. 597. Both men and women may apply.

**ERP**

in association with  
**John Courtis and Partners**

## Finance Manager Securities House

City

Package to £50,000

Our Client is a small, highly focused UK Securities House, which is wholly owned by a leading European Bank with a large international network. They have grown steadily since incorporation, and are trading profitably. Their business concentrates on Domestic Government Bonds, a growing equities business and a Futures operation. The need has arisen for a young Finance Manager, with drive and ambition to assist senior management.

Reporting to the Director of Finance and Administration, the appointee will play a key role in managing the firm's future growth and development. Responsibilities include managing the accounting function, internal and external reporting including management accounting and TSA returns, systems and controls, tax computations, cash and exposure management etc.

Candidates should be qualified accountants with relevant experience managing a small team within the Securities industry. Probably aged between 27 and 32, they should possess computer skills, a commercial awareness, and must be able to work under pressure to meet tight deadlines. Prospects for future advancement are particularly strong.

Interested candidates who meet these criteria should send a comprehensive CV including current salary and a daytime telephone number to Peter Sabine quoting reference LM214 to Spicers Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



**SPICERS EXECUTIVE SELECTION**  
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**I.A.D.** urgently require

## GROUP FINANCIAL CONTROLLER

OVER £30k PLUS CAR

We are a leader in Automotive Engineering Design with a growth record which is based on quality, flexibility and customer service. The company undertakes projects on a worldwide basis and currently has subsidiaries in Europe and the U.S.A.

A vacancy has arisen for a professionally qualified computer literate Financial Controller with a 'hands on' style. Reporting to the Financial Director and with responsibility for qualified staff and a department of over 20, the successful candidate will have the opportunity to review the current organisation and support the continual improvement in financial project cost controls. Experience of personal taxation would be a distinct advantage.

Anyone interested in this appointment should write to or telephone Mr Les Walker, Personnel Manager at:-

International Automotive Design

I.A.D. House, Dominion Way, Worthing, Sussex BN14 8LU. Tel: (0903) 210131



## High-Calibre CORPORATE ACCOUNTANT

Senior Role . . . International Group

North West

£30-35k package + car + benefits

With Group turnover approaching £75m, our holding company client controls a number of subsidiaries operating in diverse markets. Group policy places emphasis on continued growth, in all aspects of operation in the UK and overseas; plans for expansion are gathering momentum, involving both organic growth and substantial acquisitions. With this level of activity in mind, the executive team at the centre now wish to make an important new appointment by recruiting a highly talented financial professional.

The size and complexity of the Group will present constant challenges on the technical front, as you help to raise reporting standards, highlight key performance criteria, and evaluate Group-wide information received at the centre. Additionally, you will work closely with the Group Chief Executive and Finance Director in developing corporate strategies, dealing with merchant banks and other external parties and liaising at the highest levels both within and outside the Group.

To succeed here, you will be a graduate Chartered Accountant enjoying a successful career either within the profession or in industry. Sound technical skills will be matched by strong commercial awareness and excellent communication abilities. This is an outstanding opportunity to join a dynamic international Group at an exciting point in its development; the future will present excellent promotion prospects.

Please apply to our Manchester office where your contacts are Audrey Shaw and Lawrence Barnett. Ref: M369



Amethyst House, Spring Gardens  
Manchester M2 1EA. Tel. 061-834 0618  
Also at: Birmingham, Leeds, Liverpool  
Nottingham and Swindon  
A Division of ASB Barnett Kiningside Plc

## Finance Manager

NW London

to £35,000 + car

Fast growing service-based company, part of major UK group, seeks competent accountant and manager to be responsible to FD for financial control team, with particular opportunities for personal contribution to staff development, information and control systems and practice and communication with operating departments. Successful results will be very visible.

Candidates must be qualified accountants aged over 30 who have experience of financial control for a substantial computerised profit centre. Strong interpersonal skills, systems exposure and tax (including VAT) knowledge would help.

For fuller details write in confidence to John Courtis at JC&P, 104 Marylebone Lane, London, W1M 5FU, demonstrating your relevance clearly and quoting 7232/FT.

**John Courtis & Partners**  
Search and Selection

## FINANCIAL CONTROLLER

to join our management team. The successful candidate will be fully qualified (ACCA or CIMA) and have a number of years post qualification experience with a manufacturing company. Responsibilities will include all accounting activities, monthly/weekly reporting, systems analysis, costings, cashflow forecast both long and short term, budgets and general office management, secretarial duties and sales support including export in all financial aspects of contracts. We operate a mainframe computer system (IBM AS400/MAC-PAC).

The Company offers excellent remuneration package including company car, BUPA etc.

Applicants should write in confidence giving full career details including age and current salary to Mrs Erdinthe Munro, Personnel Officer, Conair Churchill Limited, Riverside Way, Uxbridge, Middlesex UB8 2YF.

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APPOINTMENTS ADVERTISING

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GREATER MANCHESTER

up to £30K  
+ CAR + BENEFITS

## Financial Controller

Our client is a major privately owned international chemicals group, with global turnover in excess of \$1.5 billion. The group is expanding its European operations which include a UK subsidiary based in Greater Manchester. Turnover is expected to reach \$50 million during 1990. Expansion will take place throughout Europe by organic growth, acquisition and joint venture.

Reporting to the European FD, and a key member of the UK Managing Director's management team, you will be responsible for all finance matters for the UK plant and contribute to the management of the operation. With the planned introduction of new computerised systems, a key task initially will be to ensure the implementation and compliance with procedures and controls for the administration, reporting and planning of the company's activities.

Candidates will be qualified accountants with experience of sophisticated accounting systems and running an accounts department in a manufacturing environment. You must be a good communicator with strong leadership qualities, practical and innovative. There will be career advancement prospects in financial and line management roles.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Peter Evans, Coopers & Lybrand Deloitte Executive Resourcing Limited, Abacus Court, 6 Minshull Street, Manchester, M1 3ED, quoting reference E505.

Coopers & Lybrand  
Deloitte Executive  
Resourcing

FURTHER EXPANSION CREATES SIGNIFICANT NEW MANAGEMENT ROLE

c.£50,000  
+ BENEFITS  
+ CAR

Our client, part of a blue-chip group, one of the success stories of the 80's and a leader in the communications field, continues to grow. Their ambitious expansion has led to the creation of a new position for a Senior Finance Executive.

Initially managing a department of eighty and growing quickly to three hundred, you will be responsible for all the financial accounting functions within this major organisation. As well as ensuring the provision of core financial services to the regional businesses, you will need to develop sound accounting policies and systems for the company. Additionally, following their latest acquisition, you will need to manage the smooth integration of these accounting systems.

## Senior Finance Executive

BLETCHLEY  
HERTS

To take advantage of this significant opportunity, you must be a qualified accountant with an impressive track record, gained preferably in a service industry. Of paramount importance, however, will be your excellent interpersonal and management skills, coupled with an energetic and assertive personality. The successful candidate should have ambitions that will take full advantage of the superb career opportunities offered.

If this position interests you, please send your CV to our advising consultant, Camilla Copp at Seer Selection Ltd, Marcol House, 293 Regent Street, London W1R 7PD. Alternatively, telephone her on 071-631 0479 during office hours or 081-543 7508 evenings and weekends.

SEER  
Seer Selection  
RECRUITMENT CONSULTANTS

## Group Financial Controller

{ £30-£35,000+Car  
Bristol }

This successful, £10M, expanding, privately owned electronics company with sales operations worldwide requires a Group Financial Controller.

The position reports directly to the Managing Director and takes responsibility for:

- the control and direction of the accounts and administration functions
- the provision of accurate and timely management and financial accounts (including consolidation of foreign currency accounts)

- overseeing the continuing development of the company's computerised systems
- cash management and budgetary forecasting
- providing financial advice to senior management

The successful applicant will be qualified (ACCA/CIMA/ACA), aged 30-40, with several years financial and management accounting experience gained in a manufacturing/engineering environment. In addition to management and communication skills, previous experience

with computerised systems is essential.

An attractive remuneration package will be offered to include a negotiable salary; company car, contributory pension scheme and private medical cover. Relocation expenses will be paid where appropriate. Candidates should write enclosing a full CV with salary details and quoting reference MCS/9004 to:

Sue Lane  
Price Waterhouse  
Management Consultants  
Executive Selection Division  
Clifton Heights, Triangle West  
Bristol BS8 1EB

Price Waterhouse

## Finance Director

International Charity £30k +

We are one of Britain's largest international charities with an enviable record of growth in funding and diversity of services. Our income this year will exceed £25 million and a strategic plan for further sustained development over the next ten years is in place.

The Finance Director plays a key role in our Senior Management Team, working closely with the Director General in developing financial policy, taking direct responsibility for all financial, taxation and investment matters, as well as directing our IT function.

In addition, the increasing complexity of the relationship between the voluntary and statutory sector plus our growing interests in commercial activities provide us with many challenges in developing our services. Essentially the role offers considerable opportunity for influencing the charity's development by using your skills in an innovative and creative fashion.

We are seeking a qualified accountant with at least 10 years experience at Senior Management level, probably as Financial Director/Controller. Your management and communication skills must be as well developed as your pure technical expertise. Experience of in-house computer systems, policy development and providing internal management consultancy services is essential. Professionalism and a record of practical achievement is of more value to us than direct experience of working within the voluntary sector.

Salary £30,000+. Charity car provided. Central London base.

Please apply with detailed CV to Colin Mitchell,

Personnel Director, Help the Aged,

St James's Walk, London EC1A 0BE.

Closing date: 18th May 1990.

Help the Aged

### Appointments Advertising

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information  
please call:  
071-873 3000

Jennifer Hudson  
ext 3607

Richard Huggins  
ext 3460

Stewart Maddock  
ext 3392

FINANCIAL TIMES

## Corporate Finance Director

West Yorkshire

£35 - £40,000 + car + benefits

Our client is a successful, US owned company with a multi-site UK manufacturing and distribution consumer goods operation enjoying a turnover of c£50M.

At a time of considerable organisational change and development the company now seeks to recruit a Corporate Finance Director capable of making a significant contribution, operationally and strategically, to business growth.

Reporting to the UK MD, the successful candidate will be responsible operationally for providing leadership and direction to a c50 person finance staff, maximising individual and team effectiveness, accountability, motivation and development. In addition the appointee will be a member of the small senior management team involved

in overall business planning.

Applicants should be qualified graduate accountants, over the age of 35, with broad financial and management accounting skills and experience in a consumer goods environment.

Strong leadership skills and the capacity to manage change are essential qualities for a position which also requires objectivity, creativity, decisiveness and business flair.

If you are interested in this challenge please send a full CV including current remuneration details and quoting reference F/963/B to Paul Bailey, Ernst & Young Search and Selection, Lowry House, 17 Marble Street, Manchester M2 3AW.

Ernst &amp; Young

## FINANCE MANAGER

Greenfield Opportunity With European Oil Company

SW London

c.£30,000 + car + benefits

Our client is a major oil conglomerate with interests in exploration, refining and retail. The Company has ambitious plans to become a substantial presence in the UK retail market, through the development of recent acquisitions and significant investment in new retail sites over the next five years.

This new position, which reports to the UK Finance and Planning Director, will have responsibility for developing the UK head office finance function. The role is all-encompassing, but will focus, in particular, on the development of accounting policies and controls and the introduction of new computerised systems.

There will be extensive liaison with the UK subsidiary operations, the European parent organisation and external sources of finance.

Candidates will be young graduate chartered accountants with strong commercial awareness, sound analytical skills and a practical 'hands-on' approach to problem solving. Of equal importance are enthusiasm, drive and the potential to play a substantial role in the future success of the business.

Please write, in confidence, enclosing full career details to Bernadette Laffey quoting reference R5924.

KPMG

Peat Marwick Selection & Search  
70 Fleet Street, London EC4Y 1EU

INTERNATIONAL APPOINTMENTS

stima  
EUREN GROUP

Il nostro cliente è un prestigioso Gruppo industriale italiano, multinazionale e multiprodotto, a capitale interamente privato; opera a livello di avanguardia tecnica e tecnologica e mantiene sul mercato europeo posizioni di leadership; o, comunque, sempre di eccellenza; occupa 300.000 addetti, dei quali circa 60.000 operanti nelle Società estere presenti in oltre 50 Paesi.

Il Gruppo ricerca per la propria Tesoreria Internazionale, che ha sede in Italia presso la Società Capogruppo, le seguenti figure professionali:

Our client is an important, multinational and multi-product Group, based in Italy, 100% privately owned; it operates at an advanced technical and technological level and has successfully maintained a top position for its products within the European market in both quality and quantity terms. It employs 300,000 workers, of whom approximately 60,000 work outside Italy in more than 50 countries.

The Group is now looking for the following people to expand its International Treasury Department, based at the parent company's head office in Italy:

### HEAD OF CAPITAL MARKETS TEAM

Il candidato a tale posizione dirigenziale dovrà aver acquisito una esperienza specifica di almeno 4-5 anni nella gestione delle attività e passività finanziarie e, in particolare, nella emissione di euro-obbligazioni e nell'utilizzo di strumenti di copertura del rischio di tasso di cambio e d'interesse.

È preferibile un'età non superiore ai 35 anni.

Suitable candidates for this managerial position are likely to have at least 4-5 years' working experience of asset and liability management and in particular of Euro-bond issuance and all hedging products for both interest rate and foreign exchange risk management.

Candidates should be preferably under 35.

### MONEY MARKET & FOREX OPERATOR

Il candidato sarà responsabile della definizione della manovra finanziaria giornaliera e della sua realizzazione tramite operazioni di finanziamento, di investimento e di copertura in cambi.

Saranno considerate candidature di età preferibilmente non superiore ai 30 anni.

The successful candidate will be responsible for the definition of the daily cash management activity and its implementation through funding (including commercial paper issuance), investment and forex transactions.

Candidates should be preferably under 30.

Per entrambe le posizioni sono richieste la laurea (preferibilmente in Economia e Commercio) e, indipendentemente dalla nazionalità, la conoscenza della lingua italiana e della lingua inglese; l'esperienza professionale specifica dovrà essere stata acquisita presso istituti internazionali di credito oppure in società multinazionali.

La sede di lavoro è situata in Italia settentrionale. Le condizioni retributive e di inquadramento, unite ai fringe benefits, saranno tali da soddisfare le candidature più qualificate.

Gli interessati sono pregati di inviare a Stima un curriculum personale e professionale dettagliato, citando in indirizzo il riferimento 39/90 e indicando un recapito telefonico per una più rapida convocazione. I candidati più rispondenti ai requisiti previsti saranno invitati ad un colloquio riservato nel Paese di residenza e, previo loro consenso, presentati al nostro cliente.

Applicants for both posts should be graduates (preferably with a degree in economics and business studies) and with a good knowledge of both English and Italian; specific experience is likely to have been acquired within an international banking institute or multinational company.

The posts will be located in northern Italy. Remunerative package and contract, in addition to other fringe benefits, will satisfy the best qualified applicants.

Candidates are invited to send a detailed personal and professional C.V. to Stima, quoting the reference no. 39/90 and giving a telephone number for immediate contact. Candidates who most closely match the specific requirements will be invited to attend an interview in their country of residence and, if they agree, be introduced to our client.

STIMA - Management Search  
10125 TORINO - Corso Marconi, 15 - Tel. (039) 11/6690145

Il presente annuncio verrà pubblicato contemporaneamente su:  
The present advertisement will be published simultaneously in:  
THE FINANCIAL TIMES / IL SOLE 24 ORE



Teddington  
Studios

Following recent internal promotions and re-organisation within our Finance Department, we are currently seeking 2 accountants with drive and enthusiasm to make a significant contribution towards the systems and services operated for the trading divisions of Thames Television PLC.

### GROUP ACCOUNTANT

Reporting to the Chief Accountant you will be responsible for the production of the monthly Group Accounts and analysis of Group variances together with the production of IBA Returns and Annual Budgets. You should have at least 2 years' post qualification experience in Management Accounting, be a proficient spreadsheet user and be able to demonstrate the skills required in managing a small team.

### DEVELOPMENT ACCOUNTANT

Reporting to the Financial Systems Manager you will be required to develop and control Group Financial Policy and implement improvements to the current financial systems. The successful candidate will be newly qualified with commercial and systems implementation experience and possess excellent oral and written communication skills.

If you are interested in applying for either of the above positions, please telephone or write for an application form which should be completed and returned to Carolyn Carrington, Personnel Officer, by Thursday 17th May 1990.

Thames Television, striving for equality in employment

AMD 3114 Financial Times

## HEAD OF FINANCE

Northern Home Counties c. £30,000 + Car + Relocation

This influential appointment is the senior accountancy role within an autonomous division of a blue chip group. The division is engaged in the manufacture, marketing and distribution of consumer goods and has a turnover of £65m.

As a key member of the general management team, the successful candidate's primary responsibility will be the provision of strict financial control in a wide ranging and developing business. Particular emphasis is to be placed on timely financial monthly reports, systems development matters and support to operational management in the provision of essential management accounting information.

Applications are invited from proactive, ambitious and academically sound qualified accountants, ideally aged 28-38, who can demonstrate strong technical flair, experience of computer development and implementation, proven staff management ability and a record of achievement in substantial commercial organisations.

This first class vacancy is both demanding and challenging and offers scope for continued career development in a dynamic organisation which is enjoying profitable organic growth.

For further information, please contact Malcolm J Hudson.



HUDSON SHRIBMAN  
VENN HSE SOLWAY AVE LONDON WC2A 2HT TEL: 01-431 2223

## FINANCIAL EXECUTIVE — EUROPE

Watford c.£30,000 + car

Does your present role expose you to complex business issues? Do you have the vision and expertise to deal with Europe-wide initiatives?

Sun Chemical is a world leader in the printing ink industry, with growth presently focused upon Europe and a billion dollar plus turnover.

With emphasis currently upon consolidation of financial systems and procedures our Group Finance Director now needs a "second in command" to provide practical "hands on" support in this major initiative.

Probably under thirty and used to operating in a high profile environment, the individual we are seeking will hold a recognised accounting qualification. Language skills are desirable, and some European travel should be anticipated. Experience in a manufacturing industry would be a further advantage.

In an organisation which firmly believes in development from within, career prospects are excellent, and the successful candidate would be expected to take on significant managerial responsibility according to ability and performance. Compensation and benefits are competitive and can include relocation expenses if appropriate.

If you are ready for the challenge involved, please send your current C.V. to: Mr John H Phipps, Director of Human Resource, Sun Chemical - Europe, Cow Lane, Watford, Herts WD2 6PL.

**Sun Chemical**

## FINANCIAL CONTROLLER Industrial Distribution

£35,000 + benefits + executive car London

Our client is a successful, multi-branch distributor of industrial products with sales of £20,000,000 p.a. The person appointed will play a key role through the development and control of the commercially orientated financial services division.

You must be a fully qualified accountant with significant senior level experience in a merchant business, preferably in the industrial market sector.

Reporting to the Group Managing Director, you'll find this challenging role will offer good scope for entrepreneurial flair, as the company is poised for further development. An excellent opportunity exists for promotion to board level.

The management of real time and integrated computer systems is a key

area of responsibility, as is the production of sound practical management information that focuses upon profit generation.

Applicants seeking to make a decisive and long term career change should send a full c.v., quoting ref: HAR103/FT, which will be forwarded to our client not wish your details to be sent, should be listed in a covering letter and be marked for the attention of Confidential Reply Manager, Nucleus Advertising Ltd, Walter House, 418-422 Strand, London WC2R 0PT.



NUCLEUS

PQE

**LONDON SW1 £28,000**

**Qualified Accountant**

Subsidiary of extremely profitable and prestigious group of companies seeks a Qualified Accountant to take responsibility for the timely preparation of management/financial information and management/financial accounts plus supervision of 3 accounts staff. 'Shirt-sleeves' approach is essential. The environment is highly computerised with widespread use of PCs involved. Ref: 18254B  
Contact the PQE Specialist advising on this appointment at 78 Cannon Street EC4 01-489 9997

**WINDSOR c£29,000 + car**

**Financial Controller**

'Shirt-sleeves' accounting and administration opportunity which offers plenty of scope to a qualified with commercial flair. Reporting to the MD of this rapidly expanding service company (CSm 1/6), you will be responsible for European reporting, consolidations, management accounts, commercial decision-making and general administration. Ref: 18254B  
Contact The Manager at 9 Peaseod Street, Windsor 0753 851447 Or the PQE Specialist advising on this appointment on 01-489 9997

**HERTFORDSHIRE £28,000**

**Company Accountant**

Well-established building contractors requires a Company Accountant to report to the Deputy Director. Role will entail the use of both computerised and manual accounting systems and the supervision of the maintenance of a computerised ledger. The use of spreadsheets and assisting with implementation of new systems also involved. Possible future directorship! Ref: 02060  
Contact The Manager at 6 The Town, Church Street, Enfield 01-363 1344 Or the PQE Specialist advising on this appointment on 01-489 9997

**OXON c£27,000 + car**

**Financial Accountant**

International manufacturing plc seeks a commercially experienced ACA/ACCA/ACMA for a demanding staff management position that reports to the Financial Controller. As well as having overall control of financial accounting, you will be developing systems and procedures to handle the company's steady expansion. Good prospects available. Ref: 44244AS  
Contact The Manager at 138 High Street, Oxford 0865 794797 Or the PQE Specialist advising on this appointment on 01-489 9997

**N.W.KENT £30,000**

**Finance Director/Managing Director**

As Finance Director/Managing Director you will have the opportunity to become involved with the general management of this established publishing company and will be responsible for the total finance function of the company and operations. This autonomous role will also involve the supervision and motivation of staff and new business negotiations. Ref: 18573  
Contact The Manager at 104 The Broadway, Bexleyheath 01-304 8211 Or the PQE Specialist advising on this appointment on 01-489 9997

**SLOUGH c£25,000**

**Recently Qualified**

Maximise your career prospects by joining the young team of graduates at this high-profile consumer durables multinational. The company offers a stimulating role that features control of the corporate reporting systems, quarterly UK accounts, tax planning and overseeing capital projects. Promotion within 2 years is available for a dedicated individual. Ref: 48234C1  
Contact The Manager at 184 High Street, Slough 0753 76677 Or the PQE Specialist advising on this appointment on 01-489 9997

**CLIENTS!**  
When you register your vacancies with us, we pay for the advertising.  
Phone our specialist PQE Career Advisers on 01-489 9997 NOW!

### GROUP FINANCIAL CONTROLLER EXPANDING PLC, LANCASHIRE CIRCA £30k + car and benefits

GASKELL PLC is a successful quoted company, controlling a Group of four trading subsidiaries in the carpet sector. The Group has an enviable reputation for quality of product and service to customers and is growing rapidly within its chosen markets. Annual turnover is £40M with net pre-tax profits of over £2M. Further significant growth is planned during the next few years from a well-established trading base.

In order that the financial systems and controls are further developed and improved during this period of growth, the Group is seeking to make an appointment to the new position of Group Financial Controller. Reporting to the Group Financial Director, he/she will be responsible for the day to day operation of the Group finance function. Specific responsibilities will include the preparation of monthly financial reports, annual forecasts and budgets and statutory accounts. The successful candidate will have a key role in the development and implementation of computerised systems throughout the Group.

The ideal candidate will be educated to degree level with a Chartered Accountancy qualification and may already be in higher financial post in industry. We are looking for a high level of technical competence together with a bright and confident personality and the maturity to be able to influence decisions at Board level. Prospects for the person who makes a success of this role are excellent and the position represents a very important career opportunity.

Please reply in confidence including a full cv together with an explanation of why you wish to be considered for this position, to Mr J.C. Kay at the address below, not later than 11 May 1990.



GASKELL PLC

J.C. KAY, GROUP FINANCIAL DIRECTOR, GASKELL PLC,  
PO BOX 10, LEE HILL, BACUP, LANCASHIRE OL15 0D1

### GROUP ACCOUNTANT

MILTON KEYNES c£27K PACKAGE

Expanding geophysical/offshore equipment group (T/O £5M+) requires qualified accountant aged 24-30, probably ACA with commercial PQE, to head small accounts department. Responsibilities include accounts preparation and financial reporting, systems design and implementation, budgeting and forecasting.

This is a challenging role for a determined and authoritative young accountant who is prepared to work hard to achieve career goals.

Please reply enclosing fully detailed CV to:

The Directors, ADDISON & BAXTER GROUP  
24 Linford Forum, Rockingham Drive, Milton Keynes MK14 8LY

### CHIEF FINANCIAL OFFICER

Small growing International Stock Exchange and Securities Association member seeks a self motivated practical individual to manage all our financial affairs.

The individual must be able to complete all TSA reporting statements, and prepare comprehensive management accounts.

Salary commensurate with duties.

Write Box A906, Financial Times,  
One Southwark Bridge, London SE1 9HL

### An opportunity to influence strategic change from a key position in group finance. GROUP ACCOUNTANT/TREASURER AGE LATE 20s TO EARLY 30s

SURREY TO £35,000 + CAR + BONUS

Our client is a quoted information technology group which has recently commenced a period of strategic reorganisation. With the group's efforts aimed at markets in the UK, USA, and Europe, their main objective now, is to achieve a leading position as suppliers of systems which provide state of the art command and control capabilities.

Reporting to the Group Financial Director the role offers a broad range of responsibilities. They include the management of cash & foreign exchange exposure, group reporting & forecasting, and the provision of advice to senior management on statutory & taxation matters. In addition there will be many ad hoc investigations and analytical projects. The position offers considerable challenge arising from technical and commercial issues. The Group Accountant/Treasurer will make a visible contribution to the financial management of the changes now taking place. This opportunity should therefore provide an excellent basis for career growth.

The person appointed will need character, flexibility, and good business sense. Candidates will be qualified accountants with a minimum of two years post qualification experience and ideally some background in a commercial environment.

For further information please telephone James Whelan on 081-549 3444 or 081-547 3671 (24 hours). Alternatively, write to him enclosing your CV.

**JAMES WHELAN  
SELECTION**

FINANCIAL RECRUITMENT CONSULTANCY

SURREY HOUSE - 34 EDEN STREET - KINGSTON UPON THAMES - SURREY - KT1 1ER

### OIL/GAS ANALYST LONDON

£25K-£30K

PowerGen is one of the three new generating companies created from the CEBG under the Government's plans for the privatisation of the UK electricity supply industry.

The Fuel Forecasting branch of the Commercial Division is based in our London Office and provides forecasts, analysis and policy advice on all aspects of fossil fuel supply.

As a Senior Analyst, you will lead a small team engaged in analysis of the oil and gas markets. This is a challenging and wide-ranging brief covering the development, maintenance and evaluation of forecasting models; the production of regular forecasts and market briefing using in-house and external expertise as appropriate; and the provision of specialist advice, often at short notice.

You will have a good first degree, preferably in economics, business studies or other numerate discipline, and an MBA would be an advantage. You should have commercial experience, preferably in the oil or gas industries and a well-developed ability to analyse complex issues and formulate innovative solutions, using computer modelling techniques where appropriate. Good oral and written communication skills are essential as is the ability to work to tight deadlines.

Please write enclosing full career details including qualifications and current salary, quoting vacancy reference PV1780 to, The Personnel Manager, Field Services, PowerGen plc, Haslucks Green Road, Shirley, Solihull, West Midlands, B80 4PD.

As an equal opportunity employer we welcome applications from men and women including ethnic minorities and the disabled.



### BUSINESS PLANNING AND DEVELOPMENT MANAGER

Surrey

Our client, an acquisitive UK plc with significant overseas subsidiaries, is poised to enter an exciting period of growth both organic and through acquisitions. This necessitates the expansion of their high profile, head office team. They seek an individual to assume a broad and varied business planning and development role. Responsibilities will include strategic/business planning, involvement with acquisitions, both pre and post purchase, plus the review and development of business systems at both Group and operating division level.

Reporting to the Group Finance Director, the appointee will be a young, ambitious accountant with at least two year post-qualification experience or a MBA with a relevant commercial background. Personal qualities sought include drive, commitment, enthusiasm and the ability to communicate and contribute at Board level.

To £40K + share options + car

The package includes a negotiable basic salary, bonus, share options, company car plus the usual fringe benefits. In the medium term, promotional prospects are excellent.

For further details and an application form, telephone 021 711 4035 (24 hours) or write in confidence with CV to Peter Page, Senior Recruitment Consultant, 31 plc, 31 Homer Road, Solihull, West Midlands, B91 3QA quoting ref: PP/903.



A WEALTH OF  
EXPERIENCE



## A New Challenge in Internal Audit

### Buckinghamshire

Turning over £800 million, and employing more than 10,000 people in over 40 locations, our client is the UK subsidiary of one of the world's most successful chemicals/metals groups — a major force in the UK market and a substantial exporter in its own right.

Driven by a five year strategic plan, the Internal Audit Department is highly professional, providing reassurance that effective and efficient management controls, are operating in the UK locations of this highly diverse company. All members of the team are required to have a broad business orientation. Work is carried out on portable Compaq PC's and typically involves 100 - 120 nights away from home - and the possibility of limited overseas assignments.

For both vacancies, full training and extensive support are offered, but much depends on your ability to liaise well at all levels.

#### Computer Auditor to £28K + Car

Your major role will be reviewing and evaluating computer systems and installations then reporting your observations direct to senior management. In addition you will be required to participate in management control audits and provide technical support to the audit team.

You should be a qualified ACA, with sound audit skills and a good knowledge of EDP. Your post-qualification experience will probably have been gained within commerce and industry and include computer audit.

For further details of these positions, and excellent prospects and benefits attached, please contact Garry Hodnett on 01-323 4434 or write to him at The Wentworth Consultancy, Welbeck House, 66-67 Wells Street, London, W1P 3RB.

#### Internal Auditor to £24K+ Car

You will participate in the review and evaluation of the management controls in our UK operations, reporting your observations direct to senior management.

A recently qualified ACA, ACCA or ICMA, you should have a good grounding in audit, the basic computer literacy to work on a portable Compaq PC, and the communications skills to liaise at all levels.

**The Wentworth Consultancy**

#### FINANCIAL CONTROLLER

#### INTERNATIONAL PUBLIC RELATIONS CONSULTANCY CHELSEA

£35,000 + car

Edelman Public Relations Worldwide, the largest privately owned international public relations company seek a qualified accountant to take total responsibility for our finance function at our London headquarters.

Previous experience in a service industry or communications business would be especially relevant. Technical expertise is taken as read, but we look for someone to take an active role in working with our senior management in developing our business. Experience in the implementation of computerized management information systems would also be relevant.

Please send CV to Gillian Risso-Gill, Personnel Manager, Edelman Public Relations Worldwide Ltd, Kingsgate House, 536 Kings Road, London, SW10 0TE

**EDELMAN**  
Public Relations Worldwide

#### PORTLAND HOLIDAY Chief Accountant

Up to £33,000 + Car

Portland Holidays is the UK's largest direct sell tour operator, with a turnover of approximately £70m p.a. It is a subsidiary of the Thomson Travel Group.

The Chief Accountant reports to the Managing Director, is responsible for Financial and management accounts, cash and credit control, price production, long range planning and a department of 15.

Applicants will probably be under 35, qualified, with experience of running a finance department.

Telephone Jo Pearson, at Portland Holidays 071-380 0281 for details.

## CAREER CHOICE

The Financial Times proposes to publish a Survey on the above on

17th October 1990

For a full editorial synopsis and advertisement details, please contact:

Nicholas Baker

on 071-873 3351 or write to him at:

Number One, Southwark Bridge  
London SE1 9HL

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## FINANCIAL CONTROLLER

S.HERTS

to £30,000 + Car

Our client is the major division of a publicly quoted group who have recently gone through a period of sustained growth, coupled with a considerable number of strategic acquisitions. They now seek to appoint a Financial Controller to co-ordinate and enhance the financial management of the various companies within the division. Reporting to the Finance Director you would be late 20's/early 30's, either ACA or CIMA, with a minimum of two years post-qualification experience in industry, good communication skills and systems/PC knowledge.

This demanding and wide-ranging role embraces management reporting, budgetary control, systems review, statutory accounts and policy co-ordination working closely with top management. If you have a strong, dynamic and enquiring personality then the prospects for you in this forward-thinking group are excellent.

You should, in the first instance, forward your curriculum vitae with covering letter to Anthony D. Payne at:

**A M S**

Applied Management Sciences Ltd

100-102, The London Road, London EC1A 3JF

A challenging management opportunity with a leading US corporation.

## FINANCIAL CONTROLLER

SURREY

TO £35,000 + CAR + BONUS

This multinational U.S. corporation has worldwide sales in excess of \$2 billion and manufactures a range of specialty products. The role of market driven technology has been central to the organisation's development throughout the 1980's.

A challenging opportunity has arisen within one of its UK manufacturing divisions. The position entails the management of all financial functions at a substantial site in North Surrey. Major aspects of the role include responsibility for 50 staff; the implementation of new computerised systems; the provision of management information, budgetary control and standard costing; credit management; and advising on business performance, accounting policy and taxation. There will be scope for advancement either in the UK or overseas.

Success in the role demands broad management experience gained in a manufacturing environment. As a key member of a small management team strong leadership skills and the ability to communicate effectively are essential. Previous experience of US reporting would be advantageous and knowledge of UK taxation will be preferable. Candidates should be qualified accountants aged 30-45 with the above mentioned attributes.

For further details please telephone James Whelan on 081-549 3444 or 081-547 3671 (24 hours). Alternatively write to him enclosing your CV.

**JAMES WHELAN  
SELECTION**

FINANCIAL RECRUITMENT CONSULTANCY

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